CSU The California State University

2018
SPECIAL EVENTS RESOURCE GUIDE

The California State University
Systemwide Risk Management
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CALIFORNIA STATE UNIVERISTY
SPECIAL EVENTS RESOURCE GUIDE VERSION 1.0
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ACKNOWLEDGEMENTS

The editors acknowledge the work of Joe Risser, the Director of Risk Management (retired) at the California Polytechnic State University, San Luis Obispo ("Cal Poly"). Joe previously served as Director, Public Safety Services and Director of Housing and Conference Services at Cal Poly as well as the Associate Director of Residential Life and Humboldt State University. He has earned a Bachelor and Masters Degrees as well as professional designations of Chartered Property Casualty Underwriter (CPCU) and Associate in Risk Management for Public Entities (ARM-P).

The purpose of this resource guide is to support the California State University's ("CSU") mission to enrich its students and communities through hosting special events. This guide reflects the issues encountered by CSU and staff related to hosting special events. Staff feedback is vital in keeping the material up-to-date and useful. You are encouraged to work collaboratively with campus risk management, event planners, public safety and other interested parties. Please feel free to send questions and suggestions for future editions of this manual to the office of Systemwide Risk Management.

Chapter 1
Introduction

Special Events, and Campus Events in general, are a core function of the CSU and the Auxiliary organizations. Special Events engage the students, faculty, staff, alumni, visitors and surrounding communities in programs augmenting the traditional academic programs of the university. The CSU and its campuses serve their many communities as educational, public service, cultural, and artistic centers enriching through experience, culture, knowledge and learning throughout California.

The California State University, from its earliest beginnings in 1862, has hosted events beyond the primary academic program. Many of these events, while perhaps occurring only once or twice per year have become routine, such as: Academic Convocations, Student Orientation, Homecoming, Open House, and Graduation. Other events, such as Academic Competitions, Cultural Celebrations, Performing Arts Productions, and Athletic Competitions are often seasonal, varying with academic schedules and athletic conference participation, and are often considered a regular part of the University's activities.

CSU campuses host hundreds of events each year, including: athletics, celebrations, concerts, conferences, institutes, lectures, market places, performances, recitals, summer camps, workshops institutes and more. Some of these events are jointly sponsored by the CSU and third-parties, while others are hosted solely by third-parties. Some of these events are open to the campus community and the general public, while others are limited to ticket holders or members of the hosting party. This resource guide will address the myriad of risks these events pose and provide useful tips to mitigate them.

Mission of the University

The California State University includes in its Mission Statement:

- **To Advance and extend knowledge, learning and culture, especially throughout California;**
- **To provide opportunities for individuals to develop intellectually, personally and professionally;**
- **To prepare students for an international, multicultural society; and**
- **To provide public services that enrich the university and its communities.**

To accomplish the mission, The California State University:

- **Serves communities as educational, public service, cultural and artistic centers in ways appropriate individual campus locations and emphases;**
- **Encourages campuses to embrace the culture and heritage of their surrounding regions as sources of individuality and strength;**

- **Recognizes and values the distinctive history, culture, and mission of each campus; and**
- **Promotes and understanding and appreciation of the peoples, natural environment, cultures, economies, and diversity of the world.**

Campus Events

Campus Events provide opportunities to:
- Expand campus influence and programs beyond the traditional academic roles of faculty and students;
- Provide co-curricular and extra-curricular opportunities for students, faculty, staff, alumni, donors and prospective students, employees, and sponsors;
- Engage the surrounding community with the campus community;
- Enhance diverse campus and community cultures;
- Become an effective and user-friendly place for all types of learning;
- Add depth and variety to the campus dialogue and experience;
- Serve the community as a center for celebrations and non-traditional academic activities;
- Demonstrate good practices in event management including safety and sustainability;
- Efficiently utilize State and donor funded campus facilities beyond traditional instruction and research activities;
- Utilize campus service capacities and equipment to enhance the campus and community experience;
- Enhance operating revenues for deferred maintenance and renovations of campus facilities; and
- Create continuity of employment for faculty, staff and students.

These opportunities and others support the mission of the CSU to engage the campus and surrounding communities in educational, cultural, artistic experiences through public service as host and venue, embracing the multi-cultural environments of California.

In addition to the opportunities to contribute to both curricular and co-curricular educational and social opportunities for the campus and regional communities, hosting events provides opportunities for additional revenue and/or fair exchange of value for the campus. Reimbursement of the use of campus facilities (construction, maintenance and renovation) and services (salaries & training, equipment: purchase, maintenance and replacement/upgrade) and hosting events on campus can provide a source of revenue for otherwise unfunded campus program and project priorities.

Chapter 2
Campus Special Events

For the purposes of this resource guide, in the broadest sense, an **event** is something other than a routine activity. Colleges and Universities may have considered their routine activities to range from matriculation, to education (including laboratory and field experience), through graduation. However, modern mission statements for higher education institutions contain a much broader range of relationships with students, parents, community, donors, advisors and others. For example:

- To advance and extend knowledge, learning and culture throughout the community, region and state;
- To provide opportunities for individuals to develop intellectually, personally and professionally; and
- To provide public services which enrich the university and engage its communities educationally, culturally and artistically.

Campuses can be and are often the center of activities, both on and off campus, for the many communities they serve. In addition to the traditional education program and supporting services, many activities with specific time, place, purpose and title are events.

An important meaning of the word "event" both for guidance in planning and management is revealed in the evolution of the word itself. The root of "event" comes from the Latin "*eventus*", and from "*evenire*" meaning 'result, happen'. When the word is built phonetically, it adds "e" meaning "out of" and "venire" meaning "come." Which leads us to:

EVENT = OUTCOME

Events may have a wide variety of desired outcomes and equally diverse elements to support and achieve those outcomes through the event:

Celebration, Commemorate, Announce, Contest, Entertain, Convention, Conference, Camp, Ritual, Performance, Presentation, Tradition, Business, Social, Religious, Political, Education, Installation, Graduation, Orientation, Institute, Convocation, Recruitment, Fund Raising, Opening, Closing, Joining, Festival, Transition, Commercial, Athletic, Hospitality.

Those purposes may involve some or all of the following elements:

People
Students, faculty, staff, parents, families, community members, members of organizations, VIPs, dignitaries, entertainers, performers, young and old, different cultures,

disabled/challenged (physically, mentally, socially), foreign languages (speaking and/or reading), and hearing; many people or few people, and participant mixtures of all these elements.

Facilities & Locations
On and off campus, theatres, halls, classrooms, lounges, residences, laboratories, arenas, stadiums, smart classrooms, dance studios, fields, and many other campus specific facilities.

Equipment
Campus and rental: seating, lighting, sound, display, fireworks, bathrooms, temporary facilities, trash receptacles, stages, walkways, tables, fencing, cameras, emergency alarms, communications, audio visual, pipe and drape, and a wide variety of campus specific equipment and resources.

Services
Campus and Contract: ushers, security, food, beverage, translators, observers, hospitality, emergency medical, lost and found, audio visual, hosts, custodial, maintenance, and other services as a campus may have developed.

Processes
Conservation, recycling, zero waste, cashiering, accounting, registration and additional processes and services for the campus.

Myriad of "Things"
Permits, licenses, contracts, insurance, tickets, receipts, reservations, ledgers, invoices, publicity, web sites, volunteers, social media, signage and other details as have been developed for campus operations.

Scheduling
Moment, hour, day, week and longer periods; recurring.

Stakeholders
Campus, community, region, state, participants, staff, organizers, donors, and sponsors.

Various combinations of all these may be for as small as an afternoon meeting and reception for a University President's Advisory Board, or as large as a major playoff between nationally prominent athletic teams, a multi-day University Orientation week or an outdoor community concert.

WHAT THEY ALL HAVE IN COMMON:

EVENTS = OUTCOME

1. **EVENT GOALS REALIZED,** objectives reached
2. **NO HARM DONE** to persons, property, campus, community
3. **VALUE FOR EFFORT AND EXPENDITURE**
4. **NO DELAY NOR CANCELLATION OF EVENT**

Campus events share these goals for success as they directly support a core function of the university and the reputation of the campus in the immediate and extended community for quality, safety, stewardship and reliability.

Special Events

Events have been described as "special" in the technical literature by authors such as: Joe Goldblatt, Executive Director of the International Centre for the Study of Planned Events, Donald Getz, a leading international tourism and event–studies scholar and Doug Mathews, special event author and producer.

> *"One time or infrequently occurring event outside normal programs or activities of the sponsoring or organizing body"*- Goldblatt

> *"Opportunity for leisure, social or cultural experience outside the normal range of choices of beyond everyday experience"* - Getz

> *"Gathering of human beings, generally lasting from a few hours to a few days, designed to celebrate, honor, discuss, sell, teach about, encourage, observe or influence human endeavors"* – Matthews

What makes an event **"special"**?

Purpose	Performer	Participants
Activities	Equipment	Location
Date, Day, Time	Sponsor	Funding

Through collaboration with the focus groups for the Special Events Resource Guide we have identified five key elements of campus "**special"** events:

1. **First or One Time Event and/or**
    - Insufficient planning, staffing, experience – lack of previous history to review
2. **Uncommon/Unusual Event Activities and/or**

- SPECIAL RISKS - New, Complex, Hazardous, Extreme, requiring the gathering of multiple details, large numbers of people, multi-day events

3. **Events Involving External Participants and/or**
   - External (to the campus community) Participants – GUESTS - unfamiliar with campus, more people on campus than "usual", for longer periods, increased activity

4. **External Entity Events and/or**
   - External Entity (including Private Party) Events (aka Tennant-User) – CONTRACTS with entities, standards, controls, third party service providers (profits, nonprofit, public, private, religious, social – GUESTS)

5. **Events Requiring Resources Beyond Campus**
   - CONTRACTS for services & facilities, including off campus events for the campus

These elements may characterize "**special**" events.

They may be criteria for an event to be considered "**special**".

But our focus and interest is:

<u>WHAT DO WE NEED TO DO FOR SPECIAL EVENTS – What are the guidelines?</u>

Chapter 3
Managing Special Event Risk

Managing the risks of Special Events is essential to the achievement of the goals for Special Events.

"If you don't know where you are going, you'll end up someplace else." **– Yogi Berra**

A good practice for managing special events risk is to identify and commit to goals for special events. Here are four goals for special events.

Goals for Special Events
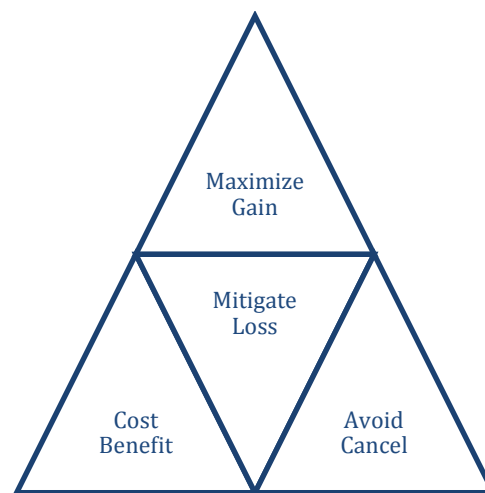
- o Maximize Gain
    - Mission of the University
    - Campus event goals
    - Specific event objectives

- o Mitigate Loss
    - "Do No Harm"
    - Prevent and/or reduce risk and loss
    - Minimize impact of loss

- o Cost Benefit Balance
    - Efficient use of resources

- Cost Benefit Balance Neutral

o Avoid Cancellation/Disruption/Interruption
  - Pre-Event
  - During Event
  - Post-Event
  - Campus and/or community

Each special event will likely have specific objectives related to the primary activities: Celebration for Commencement, Entertainment for a Concert, Education for a Convocation, and Competition for an Athletic Event.

What is Special Event "Risk"?

Risk – The **unknown potential** for gaining or losing value.

In developing and producing a Special Event there are many unknowns before the event. In managing event risk, our primary concerns are: Will the event produce a gain in value for the participants, the campus and the community and/or will the event produce a loss in value?

Gaining Value:

- **Persons** – Educational, social and/or physical enrichment for participants
- **Property** – Use of available campus facilities for the benefit of campus and community
- **Program** – Successful event conducted without interruption, cancellation, and/or negative impact on campus programs and community
- **Opportunity** – For enrichment and engagement of students, faculty, staff, & community
- **Liability** – Event compliance with regulations and law, without claims of negligence
- **Finance** – Efficient use of resources, event self-funding
- **Reputation** – Positive experience for participants and community, increased value of campus "brand", increased public trust of campus

Losing Value:

- **Persons** – Injury, death - loss of contribution to campus & community
- **Property** – Damage, destruction – temporary or permanent loss of use of campus facilities, equipment, and property
- **Program** – Cancellation/disruption/interruption - failure to achieve objectives of the event and/or other campus programs
- **Opportunity** – Loss of potential gain from not doing the event, failure to achieve event objectives
- **Liability** – Regulatory citations; civil and/or criminal litigation; judgements, medical expenses, penalties, fines, injunctions
- **Finance** – Campus resources reduced to pay fines, penalties, judgements, repairs, replacements, additional unanticipated expenses
- **Reputation** – Violation of public trust, damage to campus "brand", loss of value

Our focus for the management of campus Special Events risks is primarily on the risk and potential loss. By mitigating both the potential for loss and the results of loss, we decrease their impact on the goals and specific objectives of the special event.

We manage the risk of Special Events to maximize the opportunities for gain in value from Special Events and to minimize loss in value for students, faculty, staff, alumni, visitors, the community, the campus and the State of California.

To manage the risk and loss for Special Events we can utilize a:

Event Risk Management Cycle
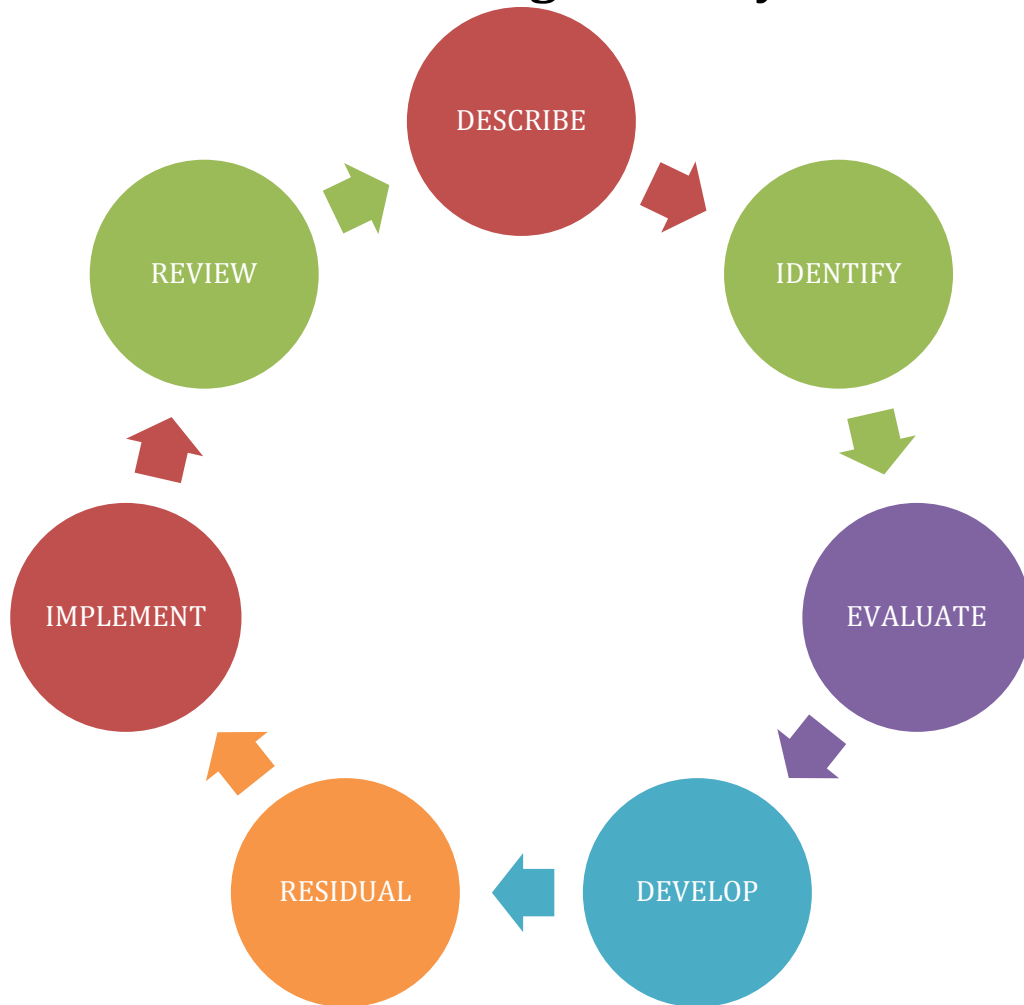
"Risk comes from not knowing what you are doing." - Warren Buffett

1. **DESCRIBE the activity** - The critical first step in the Event Risk Management Cycle is to thoroughly describe and understand the Special Event: activities, animals, clean up, environment, equipment, facilities, guests, host, objectives, participants, reservations, services, set up, staff, vehicles, etc. <u>Remove the "unknowns" that can become "surprises" before, during and after the event.</u>

   A good practice is to utilize a flexible Event Application and/or campus Scheduling process to gather information from the event host, such as: event name, facility(ies), date(s) and time(s), host details, attendance, activities, services, equipment, etc.

As the description of the Special Event is developed, from the application, scheduling request and contact with the host, there will likely be many more specifics of the event identified. A collaborative process engaging campus and off-campus resources along with the event host can be especially productive in identifying what resources are needed for the event and how the event may impact the campus and community and how the event may be modified to achieve the special event goals and objectives.

A good practice is to utilize a flexible Event Scheduling process, such as a Gantt Chart, (http://www.ganttproject.biz/ or https://en.wikipedia.org/wiki/Gantt_chart) to illustrate (and document) the start and finish dates of the event including all activities, supporting activities, resources and the inter-relationships as well as the planning and preparation processes.

A campus using a Campus Event Management System (CEMS) could utilize the Plans function to work with the event host to develop an Event Action Plan (EAP), involving appropriate campus facilities and services representatives to identify pre, post and during the event details and support. Critical to this process would be campus scheduling to identify the availability of facilities and services as well as the impacts and modifications necessary for the event and/or regular campus operations. Depending on the size and duration of the event, communication and coordination with the surrounding community may be appropriate.

2. **IDENTIFY the potentials for benefits and losses –** How could a loss occur from the specific activities of the event and/or the event overall? What can you predict and what has occurred in the past?

   Risk Identification depends on the thorough understanding of the activities of the special event. Potential questions to ask, such as those included below, are focused upon certain event planning details and responses may elicit information important to understanding the risks involved with the event.

Risk Identification

CSU Insurance Requirements (Technical Letter RM 2012-01) provides for a ". . . Risk Identification and Evaluation Procedure for Special Events, facilities rental or other large-scale activities with special circumstance . . ."

The Identification and Evaluation Procedure should include the following questions and answers:

1. **How many attendees?**
2. **Will alcohol be served?**
3. **What activities will take place?**

4. **Who could be harmed?**
5. **What property could be damaged and how severely?**
6. **What is the maximum likely loss for each activity?**
7. **Is there a possible pollution exposure?**
8. **Are crowds or bystanders/passersby likely to be involved?**
9. **Will inherently dangerous activities be involved?**
10. **How likely is it that the University will be a defendant in the event of a loss?**
11. **What is the duration of the contract?**
12. **What is the amount of the contract?**
13. **Is this a recurring (annual) special event? If "yes" what is the safety/loss history of the event?"**

Depending upon the described activities, environment, participants and resources of the event, additional questions may be appropriate in order to identify potential risks, for example:

1. **Are minors or other protected populations involved?**
2. **Is transportation involved?**
3. **What campus or community programs could be impacted?**
4. **Where has this or event similar been done before?**
5. **Are off campus facilities and/or contract services involved?**
6. **Who are the expected participants?**
7. **What advertising of the event is planned?**
8. **Is admission being charged?**
9. **Has a budget for the event been established?**
10. **Has another campus experienced this event or similar?**

To understand fully and manage the risks, you must know and plan for all event activities. These may range from set-up to clean-up, what needs to be done, how is it going to be done, when is it to be done, where it is going to be done, who is going to do it and who is coming to the event.

Campus risk management and environmental health and safety offices can be very helpful in assisting with identification of risks of loss as well as persons with specific knowledge of activities. In addition, facility & service managers, and persons with finance and administration expertise can often assist in identifying risks as well as established policies and procedures.

If using Campus Event Management System (CEMS), the Event Management, Safety, Operations, Plans, Logistics, Finance and Administration functions could each assist in risk identification as a part of the Event Planning process and development of the Event Action Plan (EAP).

The CSU Insurance Requirements *(Technical Letter RM 2012-01)* also state: *"The Risk Identification and Evaluation Procedure shall be*

documented. Such documentation will include the date of review and the name and signature of the person responsible for the evaluation."

It is a good practice to document the risk identification and evaluation procedure for special events, facilities rental or other large-scale activities to comply with the CSU Insurance Requirements Technical Letter.

Here is a format for documenting risk identification and evaluation as well as the other steps in the Event Risk Management Cycle.

Event Risk Register						
Event Name:						
Host(s):						
Location(s):						
Date(s):						
Describe	**Identify**	**Evaluate**	Develop	Residual	Implement	Review
Date: mm/dd/yyyy	**Signature for Risk Identification & Evaluation**:					

It is a good practice to document an event risk management cycle to demonstrate due diligence on the part of the campus in managing the risk of events.

3. EVALUATE the potential risk and losses – What is the **likelihood** of a loss occurring related to the Special Event and what are the **consequences** of such a loss?

A Risk Analysis Matrix can assist in evaluating an identified risk of loss by assigning both a likelihood and consequence value. The combined **Likelihood** and **Consequence** is referred to as a **Risk Rating.** (Goes in the "Evaluate" column on the Risk Register.)

RISK EVALUATION MATRIX

LIKELIHOOD	**CONSEQUENCE**				
	Insignificant <$10,000	Minor <$25,000	Moderate <$50,000	Major <$75,000	Catastrophic >$100,000
Almost Certain >90%	5	10	15	20	25
Likely >75%	4	8	12	16	20
Possible >50%	3	6	9	12	15
Unlikely 25%	2	4	6	8	10
Rare <10%	1	2	3	4	5

RISK RATING

Low Risk 1 - 4	Medium Risk 5 - 8	High Risk 9 - 12	Extreme Risk 15 - 25

The descriptions percentages and values on the matrix can be changed to be consistent with existing campus risk management programs, which may use a similar matrix form.

Example: In considering the use of a stadium or event center with elevated seating for an event, past history of accidents on the stairs can guide estimates of likelihood of an injury and claim values can guide estimates of the consequence. Consideration might be given to information from other venues with similar facilities regarding both incidents and management techniques.

Past history of an accident or two with medical expenses of $ 5,000 to $15,000 over several years and multiple uses of the facility could result in a combined **Risk Rating** of 4 or perhaps 6 and Low or Medium risk.

No past history of accidents with multiple uses of the facility could guide a lower **Likelihood** 1 and perhaps a **Consequence** rating of 2 for a **Risk Rating** of 2, **Low Risk** (Likelihood X Consequence). Experience of other venues and other campuses with similar accidents can aid in determining an informed rating for the risk.

An important consideration along with simple probability or likelihood of a loss occurring from a particular risk is the **frequency** of the loss occurring during a particular activity or event. Could there be multiple occurrences of the same risk and loss?

Further consideration might be given to the appearance of such an accident in a facility full of people and the impact on the reputation of the campus to encourage extra effort to prevent a trip and fall and staffing to immediately respond to such an accident. Perhaps an increase in the **Risk Rating** is appropriate on the basis of reputational loss?

The higher the **Likelihood** and the more significant the **Consequence** can guide the determination of both the <u>priority</u> for managing the risk and the risk management <u>technique</u> to be utilized to effectively mitigate the potential loss.

Campus risk management, environmental health and as well as persons with specific knowledge of the activities involved in the event can be very helpful in evaluating the risk of a particular activity. Consulting with other campus event programs may also provide experiential information with specific activities and/or events.

"If you do not actively attack the risks, they will actively attack you." - Tom Gib

4. **DEVELOP the Risk Management Techniques to mitigate losses** – How can we modify a risk to control or finance a loss?

Risk Management Techniques are usually identified as either **Risk Control** or **Risk Financing** and are applied either pre-loss or post-loss.

Risk Control – To control a risk so that the loss does not occur or reduce the loss if it does occur.
<u>Pre-Loss</u>
✓ <u>Avoid</u> – Don't do the activity that can result in loss
✓ <u>Prevent</u> – Control the risk to prevent loss
✓ <u>Reduce</u> – Control the risk to reduce loss
<u>Post-Loss</u>
✓ <u>Response</u> – Prevent a loss from becoming worse
✓ <u>Recovery</u> – Protect undamaged, repairable property

Risk Financing – To transfer the financial consequences of loss to another party and/or pay for the loss from resources

Pre-Loss
- ✓ Transfer a <u>risk</u> by agreement or contract
- ✓ Transfer a <u>loss</u> by agreement or contract

Post-Loss
- ✓ <u>Pay</u> for a loss
- ✓ <u>Finance</u> a loss

It is a good practice to develop at least one technique for risk control and one technique for risk financing for each identified risk.

Example: Slip and fall on the stairs of the stadium is identified as a risk, the loss being the injury and possible medical expenses.

Risk Control – Pre-Loss – Prevent and Reduce: Hand rails along the stairs. Custodial service during the event to clear the stairs of any paper, cups, other items upon which a person could slip.

Risk Control – Post-Loss – Response and Recovery: Event Ushers and/or Security personnel trained in First Aid, CPR, AED, and equipped with communication to Event Management can respond, support and protect the injured plus summon medical aid as necessary. Staff may also gather personal property dropped and protect them from further damage or loss.

Risk Financing – Pre-Loss – Transfer a Loss by contract: Campus has arranged for a general liability insurance program to reimburse the campus or an injured party for medical expenses related to a campus event.

If the loss (injury and medical expenses) is not prevented, it may be reduced by **Risk Control** – Pre-Loss. Further injury and possible damage or loss of personal property can be controlled and reduced by **Risk Control** – Post-Loss. **Risk Financing** – Pre-Loss insurance (contract) will reimburse the cost of medical services, mitigating the loss to the injured party and/or the campus.

A risk was identified, efforts to prevent or reduce a loss implemented, preparation to respond to a loss and recover from the loss established, insurance coverage implemented to pay for the loss. Loss is effectively mitigated for the participant, event and campus.

NOTE: This was a simple example to demonstrate Risk Control and Risk Financing for Special Events. Insurance in particular is a technical, complex and legal contract. See additional detail in Chapter 4: Event Insurance.

Developing risk management techniques can be a very creative process depending on the activities involved. In some cases, a risk control technique may already be in place (such as hand rails along stairs) due to architectural design and construction. In other cases, construction of a walkway, installation of lighting, offering a shuttle service may be considered as risk control possibilities. The cost of each of those possible risk controls needs to be considered with the risk rating to determine the best risk control and risk financing on the basis of cost benefit and priority of the risk. Often there are other options

for risk control and financing, including modifying the activity to avoid or control a risk and/or purchasing additional insurance.

Persons knowledgeable about the specific activity both from a personal and/or professional experience can be very helpful in identifying the causes and/or factors of the risk. Mitigation of some or all of those factors through risk control and financing techniques reduces the loss exposure of the event participants, faculty, staff, campus and the community.

Campus risk management, environmental health and persons with specific knowledge of the activities involved in the event can be very helpful in developing risk control and risk financing for a specific risk.

It is a good practice for Event Management to review and approve the risk management techniques developed for an event. A signature block can be added to the Event Risk Register to document review and approval.

See: Risk Management Techniques later in this chapter for more detail and examples.

5. **RESIDUAL risk, given the techniques to be applied, is there a remaining risk of loss?** Is the residual risk acceptable for each risk and as combined for the risks identified for the entire event?

In the example above, it appears that our Risk Control techniques may effectively prevent and or reduce the risk of a fall, respond to a fall and injury by preventing the injury from getting worse and protecting the personal property which could be damaged or lost.

However, what is our level of confidence that our Risk Control prevention techniques will be successful? Will the stairway railing and keeping the stairs clear of obstructions or slip hazards completely prevent a slip and fall from occurring? Have these techniques been 100% successful in preventing slips and falls on the stairs in the past?

Depending on past experience and reasonable consideration, perhaps our level of confidence in our risk prevention techniques is less than 100%? We have also developed Risk Control response to mitigate loss if a slip and fall occurs. We realize that prevention may not be successful and we need to be prepared to respond in case there is a slip and fall. What is our level of confidence that our risk prevention techniques will be successful?

If we look at the Risk Evaluation Matrix, above, is the **Likelihood** of a slip and fall, given our risk prevention techniques – Rare (10%), Unlikely (25%), or Possible (50%)?

Likewise, we might consider the effectiveness of our risk response techniques. Will our efforts result in reducing the **Consequence** of a possible injury to less than – Insignificant ($10,000), Minor ($25,000), or Moderate $50,000)?

If our original risk rating for a slip and fall on the stairs was 4 (Unlikely 2 and Minor consequence 2), will our risk control prevention and response reduce that rating to 1 (Unlikely 2 and Insignificant consequence 1)? If so, then our remaining or **Residual Risk** is 2 (Likelihood 2 X Consequence 1).

We have reduced the risk through risk control techniques, but not eliminated all risk. As one reviews the entire Risk Register for an event, the total Residual Risk for the event is an important consideration.

- Is Residual Risk a responsibility of the campus, the host or the Event budget?

- Does the Residual Risk exceed the expected Gain in Value for the Event budget?

Residual Risk can be entered on the Event Risk Register as a dollar figure, a percent in terms of the expected effectiveness of the technique and/or a Risk Rating using the Risk Evaluation Matrix and by subtracting the expected effectiveness of the implemented techniques from the initial risk evaluation.

See: Residual Risk at the end of the chapter for more discussion and detail.

It is a good practice for the Event Management to review and approve the residual risk that the campus and or the event budget and/or the host is accepting as a part of the **Event Risk Management Cycle**. A signature block can be added to the **Event Risk Register** to document this approval.

6. **IMPLEMENT the Risk Management Techniques** – Who will implement the developed risk management techniques?

Accountability for implementation is critical for effectiveness of risk management techniques. Barriers must be obtained and placed per plan, staff must be trained and supervised for event services, contractors must sign contracts and provide proof of insurance, event insurance must be purchased, etc.

This information can be entered on the Event Risk Register to identify a person or position or function responsible for implementing the specific risk management technique. If event management is using a Gantt type chart for event planning, implementing each risk management technique can be entered on the chart with appropriate deadlines.

This information is also a part of an Event Action Plan (EAP) either as separate items or perhaps including the Event Risk Register as a part of the Event Action Plan.

Risk management, environmental health and safety, contracts and procurement, physical planning, campus police and a variety of other campus resources may be involved in implementing the techniques.

It is a good practice for campus Event Management to approve the implementation of risk management techniques as a part of the Event Risk Register. A date and signature block can be added to document approval on the Event Risk Register.

7. **REVIEW the effectiveness of the risk management** – Were losses mitigated by the risk management techniques implemented?

   1. What losses occurred?

   2. What risk management techniques could have been implemented to mitigate those losses?

   3. What lessons can be learned from the event?

   4. What actions could be taken to improve the campus event management program?

   5. Recommendation for repeating this event and/or similar event?

Documentation of the review process for the management of risk for the event can complete the Event Risk Register and complete the Event Risk Management Cycle for an event.

It is a good practice for Campus Event Management to approve the evaluation of the risk management techniques effectiveness for an event, to identify lessons learned and to initiate improvements as appropriate. A date and signature block can be added to the Event Risk Register if desired.

It is a good practice for the completed Event Risk Register to be included in an After-Event Report (AER). After Event Reports contribute to continuous improvement of campus event management as well as serve as a valuable source of information for the planning of a repeat of the event or similar events in the future.

Chapter 4
Event Insurance

The following is provided as a basic review of concepts of insurance as it may be applied to campus Special Events, an overview of CSU and Auxiliary guidelines for insurance and specific types of insurance. *Specific CSU insurance requirements in contracts are detailed in CSU Technical Letter RM 2012-01: California State University Insurance Requirements.*

> A cautionary word – Insurance may provide payments for specific losses under specific conditions which are detailed in the insurance policy. Insurance is a complex, technical and legal contract. Your campus risk manager, contracts and procurement officer and legal counsel each have expertise that can assist you in understanding, obtaining and/or accessing insurance related to events.

Insurance is important for campus events in order to pay for losses (injuries or damages) that occur and are the responsibility of the campus and/or off campus facility owners, equipment, material and service providers.

> Insurance is a contract between an **Insured** and an Insurance Company (**Insurer**). The **Insured** pays a fee (premium) in exchange for the Insurance Company paying for certain losses of the **Insured** under the conditions of the insurance contract. (Insurance contracts are often referred to as **Policies**).
>
> Non-campus persons, businesses and other entities who provide equipment, materials and services for campus events, in nearly all cases, must have insurance for their activities and products for campus events.
>
> If/When a person is injured or property is damaged by non-campus persons, businesses and other entities who provide equipment, materials and services for campus events, their insurance may be available to pay for the loss.
>
> If non-campus persons, businesses and other entities who provide equipment, materials and services for campus events do not have insurance, the campus may have to pay for the loss(es) resulting from the activities of these "contractors" reducing the campus financial resources for academic and support programs.
>
> **Critically important** – insurance is only effective if the insurance company has the management policies and procedures, and the financial resources to actually pay for losses on the **Insured**'s behalf. Insurance companies are evaluated and ratings published and updated by several established companies.
>
> CSU Insurance guidelines provide for acceptability of Insurers with an A.M. Best rating of A:VII or equivalent unless otherwise agreed to by the University.*

Three Types of Event Related Insurance

General Liability
An event participant is injured on a loose stair step in a facility
An event activity causes property damage to a facility

Automobile Liability
Automobile operated for an event injures a participant
Automobile operated for an event damages a building

Workers' Compensation Liability
An employee is injured while setting up event equipment
An authorized volunteer is injured while helping an event participant

Insurance policies usually have **limits** on the amount the insurance company will pay for a loss and for all losses within a year on behalf of the **Insured**.

CSU Insurance Guidelines follow common good practices for government and public agencies and require the following "limits" of liability for the three general types of insurance.

Insurance Limits for Three Event Related Insurances

General Liability - $1,000,000 per occurrence and $2,000,000 total per year

Automobile Liability - $1,000,000 per accident with no annual limit

Workers' Compensation Liability – Limits as required by California Law

Regarding General Liability insurance limits, the total limit is for all activities of that person, business, or non-campus entity for an entire policy period, usually a year. If there is a loss at some other event that the insurance applies to, there could be less than the total limit available to be applied to subsequent losses. Many public entities, such as cities and counties, are requiring higher limits of $2,000,000 per occurrence and $4,000,000 total per year so that there may be insurance funds available for losses for their events. A special event policy written for a single event may have a dedicated limit for that event rather than an annual policy limit.

Persons, Businesses, Non-Campus Entity Insurance

When a campus hires a person, business or other non-campus entity for a campus event such as:
- a caterer to make, deliver and serve food
- a sound and light company to provide, bring, set up and operate their equipment
- an equipment company to provide, deliver and remove a high-lift for photographers

- a security company to staff an event with trained security guards

The company or owner shall provide **proof of insurance** policies for the three general types of insurance prior to providing the product and/or service for the campus event.*

Proof of Insurance for Event Related Insurances

Proof of insurance is provided on a standard insurance form usually called a **Certificate of Liability Insurance** by the **Insured's** Insurance Agent to the campus. Specific language on the certificate is required to provide the campus with proof of appropriate insurance.

Additional Insured for Event Related Insurance

CSU Insurance Guidelines state that the Insurance Policy be **endorsed** to include the campus as an **additional insured** and a copy of the **endorsement,** is to be provided to the campus.* Very specific legal language is required for the endorsement to be effective in protecting the campus.

Workers' Compensation Insurance Policies are not usually endorsed; however, it is a good practice to require a "**Waiver of Subrogation**" when business, private or public entity will be performing work (providing services) for a campus event at the event site.

Another cautionary word – Insurance documents are not always standardized. Your risk manager, contracts and procurement officer and legal counsel are your best resources to understanding insurance documents and verifying that they meet CSU and Auxiliary insurance requirements in contracts.

Event Services Additional Insurance Details

Each of the following activities, materials, products, services, etc. have some additional details, guidelines, requirements, and specifics to be aware of as regards insurance for events. Out of the ordinary activities and risks may be *excluded* from coverage by the usual event related insurance. Specialized insurance is recommended when exceptional activities and/or risks are involved.*

Alcoholic Beverages:

If alcoholic beverages are to be served as a part of a campus event, it is a good practice to require **Liquor Liability Insurance** or Liquor Liability coverage within a General Liability insurance policy of the catering company serving the beverages in addition to the usual event related insurances.

If alcoholic beverages are to be served as a part of a non-campus event on campus it is a good practice to require Liquor Liability Insurance or Liquor Liability coverage within a General and/or Special Event Liability Insurance policy of the **Tennant-User.**

It is a good practice for the campus to be an **Additional Insured** on such policies.

Entertainers:

Included: Actors, Bands, Comedians, Dancers, Musicians, Orchestras, Performers, Singers, Speakers, Traveling Companies and other sought-after entertainment. These folks may or may not have agents or booking companies with contracts and insurance requirements of the campus and may not accept any insurance (or contract) requirements of the campus.

It is a good practice to consult with campus and/or CSU System personnel experienced in working with "entertainment companies" (Event Center, Performing Arts, Theatre, Concert Series) as well as authorized contracting officers, risk manager and legal counsel regarding contracts and insurance requirements for Entertainers.

Equipment Providers:

Their equipment, their operators

Persons, businesses, other non-campus entities which are bringing and operating equipment for a campus event should provide the three general types of event related insurance.

If the equipment is exceptional – such as a crane to hold the scaffolding for lighting and sound equipment over a stage or a large outdoor state and covered audience area – the three general, event related insurances may not include such risks. Thus, it is a good practice to contact the risk manager, contracts and procurement officer and environmental health and safety to identify exceptional risks and additional insurance which may be appropriate.

Their equipment, campus operator

*If the campus event needs to rent equipment such as chairs, tables, staging, pipe and drape, generators, sound equipment, or the like from a non-campus entity, the campus may need to provide **proof of insurance** for loss or damage to the equipment and/or purchase short term property insurance offered by the rental agency to cover their equipment. It is a good practice to

contact the risk manager and contracts and procurement officer if it is necessary to provide proof of campus insurance and/or consider additional insurance for the rented equipment.

If the rental agency is delivering and picking up the equipment at the event site, the usual three insurance policies should be required.

Facilities:

Non-Campus Facilities

*If the campus needs to rent facilities that belong to a non-campus entity (city, county, company, private property owner), the campus may need to show **proof of insurance** which covers damage to property and injuries to persons which may occur related to the event at the rented property.

Non-Campus (Tenant) Users of Campus Facilities

When the campus licenses or rents the use of a campus facility to a non-campus entity for the entity's event, it is good practice for the campus to require both **proof of insurance** and **additional insured endorsements** as appropriate.

As an alternative, campuses have access to a special event liability insurance program which can provide insurance for non-campus entities for their events on campus. Contact your risk manager and/or contracts and procurement officer for details. The non-campus entity is referred to as a "**Tennant-User**" for this insurance program where they are an **Insured** as is the campus.

Services Contractors

Carnival Services – Amusements, Rides
Carnival equipment for rides include a variety of risks which may not be covered by the three, usual event related insurances. It is a good practice to require persons, businesses or non-campus entities providing carnival rides for an event to provide general liability insurance with a limit not less than $1,000,000 which lists all rides and attractions on the insurance policy as required by California regulations.

Your risk manager and/or contracts and procurement officer can assist you with reviewing and approving this insurance policy.

Catering Services – Food and Beverage

The usual event related insurance will often be sufficient for a caterer providing food and beverage for an event.   It is a good practice to verify that the general liability insurance includes both bodily injury and **Products and Completed Operations** coverage. Campus risk manager and/or contracts and procurement officer can assist in verifying this coverage. Note, that Human Resources, Office of General Counsel, etc. should be consulted with prior to retaining such services because of labor obligations and contracts with the campus food service provider.

> If the service and/or sales of alcoholic beverages are involved, it is essential that the caterer also provide proof of liquor liability insurance and additional insured endorsement. *See above.*
>
> Drone Services – Aerial Photography, Videography
> Drones, aka unmanned aerial systems (UAS), can provide photographic and video services for an event. UAS's are aircraft and involve risks not addressed by the three, usual event related insurances. It is a good practice to also require the person, business, non-campus entity providing the services to provide proof of **Aircraft Liability Insurance** including limits of not less than $1,000,000 per occurrence and $2,000,000 total per year and an **Additional Insured** endorsement for the campus as respects to their aviation operations.
>
> CSURMA has placed coverage protecting the campus and auxiliary organizations for Non-Owned Aircraft Liability Insurance if aircraft operations are taking place.
>
> Emergency Medical Services - Ambulance
> Depending on the nature of the event, number of attendees, activities available, potential weather conditions (heat), etc. a good practice might be to have an agreement in place with a medical transport service that could provide initial first aide/triage and when needed, transporting of an individual to a medical facility.
>
> Fireworks & Pyrotechnics – Indoors and Outdoors
> Fireworks are usually EXCLUDED from coverage in the usual event related insurance. It is a good practice to require **Project Specific** General Liability limits of ($1,000,000 per loss and $2,000,000 total) *and* **Project Specific Excess Liability** coverage ($5,000,000 or greater) for persons, businesses or non-campus entities providing fireworks and/or pyrotechnics services.
>
> General Labor Services
> Due to a variety of factors, an event may need labor services from outside the campus to set up, staff, take down, & clean up event facilities. For contracts of temporary general labor services, it is essential that these persons are covered by the Temporary Help company's workers' compensation insurance. human resources, Office of General Counsel, etc. should be

consulted with prior to retaining such services because of labor obligations and contracts with the campus food service provider.

As mentioned above, requiring a **Waiver of Subrogation** for the **Workers' Compensation Insurance** in favor of the campus entities responsible for the event is a good practice when contracting for general labor services in addition to the usual event related insurances.

Protected Populations – Children, Disabled, Elderly
A consideration for campus or non-campus events including camps, workshops, residential programs and services for protected populations could be **Sexual Abuse and Molestation Liability Insurance** with minimum limits of $1,000,000 per occurrence and $2,000,000 annual total in addition to the usual, three event related insurances.

If it is a non-campus event, it is a good practice to require the **Tennant-User** to provide proof of **Sexual Abuse and Molestation Liability Insurance,** and the campus endorsed an as an **Additional Insured**.

Security Services – Security, Emergency Response, Crowd Control
Hiring of security services for an event could include consideration of security services **Errors and Omissions Liability Insurance** with appropriate coverage for false arrest, assault and battery, abuse and molestation with minimum limits of $1,000,000 per occurrence and $2,000,000 annual total in addition to the usual, three event related insurances. Human Resources, Office of General Counsel, etc. should be consulted with prior to retaining such services because of labor obligations and contracts with the campus food service provider.

Temporary Structures – Booths, Grandstands, Rigging, Stages, Tents
It is especially important for the **General Liability Insurance** of persons, businesses and non-campus entities constructing temporary structures for campus events to include coverage of **Products and Completed Operations** should there be a loss from collapse or other failure. The usual event related insurances should be required.

Transportation

Campus Vehicles
> Each campus entity (University & Auxiliaries) has specific processes and requirements for authorizing the use of vehicles on campus business. These processes are essential to enacting the automobile liability insurance to protect the campus as well as the driver.

Rental Vehicles

Cars – The University has established contracts with rental car companies that provide automobile liability and vehicle property insurance coverage for rental vehicles.

Vans - University established rental car contracts may include passenger vans and provide automobile liability and vehicle property insurance coverage.

Trucks – Rental of trucks may be outside the scope of established campus rental car contracts and both vehicle liability and vehicle property insurance may need to be purchased separately. Consult your contracts and procurement officer for assistance with both the rental agreement and appropriate liability and property insurance.

It is a good practice to utilize campus owned or campus rented/chartered vehicles for campus events rather than personal vehicles.

Personal Vehicles
> The use of personal vehicles for campus business is subject to guidelines and requirements established by the University or the Auxiliary. In general, the owner of the vehicle is required to have personal automobile insurance with at least the minimum limits required by the State of California.

Bus Services
> Companies operating in and for the State of California are required to have a minimum of business automobile liability insurance with $5,000,000 limits per accident. It is a good practice to require bus transportation companies to have a minimum of $5,000,000 automobile liability insurance in addition to the usual general liability and workers' compensation insurance.

Event (Liability) Insurance

Campus Insurance

The campus has established through the California State University Risk Management Authority (CSURMA) and the Auxiliary Organizations Risk Management Alliance (AORMA) insurance programs with limits in excess of:

General Liability - $1,000,000 per occurrence and $2,000,000 total per year.

Automobile Liability - $1,000,000 per accident with no annual limit.

Workers' Compensation Liability with limits as required by California Law.

These event related insurances may pay for campus losses related to campus events such as injuries, damage to property, and employee injuries.

Proof of Campus Insurance

When the campus rents a facility or equipment for an event, the owner may want to see proof of insurance. Proof can be provided in the form of a Letter of Self Insurance or a Certificate of Liability Insurance (COLI) as described above. Contact your risk manager and/or contracts and procurement officer for assistance in obtaining proof of the campus insurance.

Special Event Liability Insurance for Campus Events

The campus has access to a special event liability insurance program which can provide insurance specifically for individual campus events to pay for losses resulting from that event.

When a campus event purchases special event liability insurance, the event is taking responsibility for losses which may occur related to the event. This protects campus resources by reducing the losses related to the event to which the campus may be exposed. However, claims alleging an unsafe condition of the premises may be excluded from the special events policy, so residual risk is present even when insurance coverage is purchase or provided.

Considering the purchase of special event insurance for each campus event is a good practice to reduce exposure of the campus resources to loss from campus events.

Special Event Liability Insurance for Non-Campus Events

When a person, business, or non-campus entity contracts to use campus facilities for an event (for example: wedding, meeting, conference) it is a good practice to require proof of the three, usual event related insurances and additional insured endorsements as noted above. There may be instances in which the "renter" **Non-Tenant User** does not have General Liability insurance, as an individual, as a business or as a non-campus entity.

The campus has access to a special event liability program that may provide general liability insurance for the **Non-Tenant User** *and the campus* depending on the proposed activities of the **Non-Tenant User** on the campus.

This special event liability insurance program provides:

General Liability - $1,000,000 per occurrence and $2,000,000 total per year as is required in the CSU insurance guidelines for use of campus facilities and property. However, if the risk warrants, a campus has the discretion to request/require greater general liability limits.

A **Non-Tenant User** may also choose to purchase special event liability insurance in order to have event specific insurance coverage rather than rely only on their existing insurance. In this way, the special event insurance protects their existing insurance from losses and their event takes responsibility for losses related to their event.

A Non-Tenant User may arrange for purchase of special event liability insurance through the campus risk manager and/or the contracts and procurement services officer based upon acceptability of the activities by the special event insurance program.

Event (Cancellation) Insurance

Another type of event related insurance is Event Cancellation Insurance. This type of insurance can pay for pre-event expenses and some contract required payments if the event has to be cancelled due to specific causes.

For example: A campus has planned and is setting up for a concert. They have rented and set up bleachers, a portable stage, grid for speakers and lights, port-a-potties; they have contracted for audio visual equipment and services, food and beverage services, and the performers. Funds have been expended for rented equipment, set up by the companies or hired laborers, and before the concert, the campus is responsible for travel, housing and food expenses for the performers. They have sold hundreds of tickets and collected thousands of dollars that may need to be refunded.

As an example, if the cause for cancellation of the concert is the required evacuation of the campus due to the danger of wildfire, and that cause is "covered" by the event cancellation insurance, the event can be reimbursed for all the covered costs as defined in the insurance contract (**Policy**).

Event Cancellation Insurance costs (**Premiums**) may be costly and may exceed the pre-event cancellations costs, in which case an event would likely choose not to purchase the event cancellation insurance. If the cost for the event cancellation insurance is only a small percentage of the pre-event expenses, the insurance could reimburse the event for the eligible pre-event expenses allowing the event to be rescheduled without doubling the pre-event costs.

It is a good practice to consider event cancellation insurance for events with significant pre-event expenses to protect the financial resources of the event and perhaps the campus as well.

Modification of Insurance

*CSU Insurance Guidelines provide for the modification of the usual insurance requirements based upon the evaluation of the activity or risk involved in the equipment, materials and services to be supplied by non-campus person and/or business.

Based upon determining what risks and subsequent losses could arise from the activities involved in the equipment, materials, services to be provided; detailed insurance requirements, including policy limits may be increased or decreased.

For special events, campus facility rental to non-campus persons, private and public entities or other large-scale activities with special circumstance, the usual insurance limits should be amended.

A last cautionary word – Insurance is a complex, technical and legal contract. Changes in insurance language can have significant impact on campus financial resources. Your campus risk manager, contracts and procurement officer and legal counsel each have expertise that can assist you in understanding, modifying, obtaining, and/or accessing insurance related to events.

Chapter 5
Standards & Guidelines

Campus events management can benefit from reference to standards and guidelines developed by a consortium of professional associations in higher education, ethics and guidelines from collegiate conference and events professionals, and from a code of professional conduct for safe events from international event managers.

First, let's take a look at some standards and guidelines that have been developed for Conference and Event Programs (CEP) from the Council for the Advancement of Standards in Higher Education (CAS). These standards follow a 12-point framework that CAS applies to 43 specialties within higher education defining a "*required or agreed level of quality or attainment*". The CAS Contextual Statement for Conference and Event Programs is included in the Resources and References at the end of this guide. Presented below is significantly abbreviated.

Conference and Event Programs – Standards and Guidelines
Council for the **A**dvancement of **S**tandards in Higher Education
Adapted for <u>Special Events Resource Guide</u>
See: Resources & References XI

1. **Mission**
    a. Manage institutional resources for events
    b. Be consistent with institutional mission & professional standards
    c. Recognize and accommodate the needs of users and providers
2. **Program**
    a. Provide leadership in event planning and management
    b. Communicate effectively with campus agencies
    c. Be knowledgeable of campus and community resources
3. **Organization and Leadership**
    a. Be purposefully structured for effectiveness
    b. Demonstrate ethical behavior and institutional citizenship
    c. Provide strategic planning, management, supervision and program advancement
4. **Human Resources**
    a. Be adequately staffed by qualified persons
    b. Have access to technical and support personnel
    c. Be appropriately and thoroughly trained
5. **Ethics**
    a. Develop and implement professional ethical standards
    b. Perform duties within the scope, training, expertise and competence
    c. Consider prospective client's ethical conflict for institution
6. **Law, Policy and Governance**
    a. Comply with laws, regulations and policies

> b. Ensure consistent emergency and crisis procedures
> c. Have authority to initiate and fulfill contracts and written obligations

7. **Diversity, Equity and Governance**
> a. Maintain welcoming, assessable, inclusive, and equitable environment
> b. Address characteristics and needs of diverse constituents

8. **Institutional and External Relations**
> a. Establish, maintain and promote understanding & effective relations
> b. Engage diverse individuals, groups, communities and organizations
> c. Adhere to institution-wide processes that systematically involve academic, student and administrative affairs

9. **Financial Resources**
> a. Develop funding to accomplish the mission and goals
> b. Administer funds in accordance with accounting procedures
> c. Contract and procure consistent with institutional procedures
> d. Establish agreements to fairly protect the campus and client interests

10. **Technology**
> a. Develop technology to support mission and goals
> b. Provide updated information for constituents in accessible formats
> c. Maintain data to ensure reliability, confidentiality and security

11. **Facilities and Equipment**
> a. Designed and located facilities to accomplish mission and goals
> b. Use sustainable practices in use of facilities and equipment purchase

12. **Assessment and Evaluation**
> a. Develop ongoing cycle of assessment processes
> b. Collaborate with institutional research demonstrate contributions
> c. Report to stake holders and use for planning

Second, per the ACCED-I website: "*The Association of Collegiate Conference and Events Directors-International consists of over 1,500 campus professionals who design, market, coordinate and plan conferences and special events on the campuses of colleges and universities around the world. Since 1980, ACCED-I has increased the visibility and enhanced the stature of the collegiate conference and events profession.*"

This is also a distillation of the complete statement of ethics and standards of the association which is to define conduct within the context of the profession and to foster honest and ethical atmosphere and conduct among conference and events professionals.

Statement of Ethics

Association of Collegiate Conference and Events Directors – International
Adapted for Special Events Resource Guide

1. **Professionalism**
   a. Assist in maintaining the integrity of the profession
   b. Professional conduct characterized by courtesy and good faith to service providers, clients and colleagues
2. **Authority**
   a. Act within course and scope of authority
   b. Act in good faith with clients and sponsors
3. **Integrity**
   a. Perform with integrity all responsibilities owed to clients, the institution, other members of the profession and the public
   b. Demonstrate personal and professional trustworthiness
4. **Competence and Quality of Service**
   a. Provide standard of service, skill and knowledge in planning and management on behalf of the client and institution
5. **Knowledge and Skill**
   a. Demonstrate sufficiency of knowledge and skill capability to represent the interests of the client and the institution
6. **Quality of Service**
   a. Maintain communication with clients, service providers, staff and institution
   b. Adhere to planning schedules, timelines and deadlines
7. **Confidential Information**
   a. Hold in confidence information concerning the business and affairs of the client acquired in the course of professional relationship
8. **Conflict of Interest**
   a. Assume responsibility to protect the client's interests not in conflict with the institutional and personal interests
9. **Discrimination**
   a. Act in accordance with the laws and institutional policies in relation to discrimination
10. **Outside Interests**
    a. Must be honorable and not detract from the status of the professional or the institution or result in a conflict of interest
11. **Fees**
    a. Charge and accept fees that are fully disclosed, fair and reasonable
    b. Provide client with early and fair estimate of fees and payments
12. **Withdrawal**
    a. Withdrawal services only for good cause and upon appropriate notice
    b. Minimize expense and avoid jeopardy to the event
    c. Provide full accounting, all materials to which client is entitled

This last standard and/or guideline is an outcome of a risk management workshop of representatives of the international events industry with regulatory authorities: "*to examine and discuss the obligations and opportunities for effective and efficient compliance and quality assurance in the area of safe and secure planned public events.*"

Code of Professional Conduct for Safe Events
Risk Management Workshop, August 2005, Johannesburg, South Africa*
Adapted for Special Events Resource Guide

1. **Do No Harm**
2. Conduct business in a responsible manner
3. Meet or exceed **Standard of Care** exemplified by good practices in the worldwide events industry
4. Identify and utilize all appropriate reference resources
5. Require training, research, and continuous professional development from all role players, including but not limited to staff, volunteers, suppliers, sponsors, and others
6. Cause a **Risk Assessment** to be performed by a competent personal for all events
7. Require prior to the start of any live event a public announcement describing appropriate egress and evacuation steps
8. Each and every event will maintain a **Life Safety Plan**
9. **Life Safety Plans** will be reviewed, updated and communicated prior to the installation of an event
10. Continually develop and maintain currency in all of the above

"*This proposed Code of Professional Conduct for Safe Events illustrates that a commitment to safety must be made by everyone involved in the planning and production of the event project. ...It is the duty of every meeting or event organizer, producer, manager, supplier and participant, and it involves the protection of people, property, information and other event assets to ensure a safe, successful and sustainable event.*"

* As reported: Risk Management for Meetings and Events, Silvers, Butterworth-Heinemann, 2008

Please review Appendix A for a detailed synopsis of Executive Orders and Administrative Policies.

Chapter 6
University Regulations for Events

In many cases, the California State University Executive Orders, Integrated California State University Administrative Manual (ICSUAM) "Sections" and Coded Memoranda including Technical Letters are specifically developed to manage risks related to: People, Property, Finance, Laws, Continuity, and Reputation for the University – both as a whole and for each campus.

California State University Executive Orders:

"*In accordance with policy of the California State University, the campus president has the responsibility for implementing executive orders where applicable and for maintaining the campus repository and index for all executive orders.*"

https://csyou.calstate.edu/Policies/Pages/Executive-Orders.aspx

The CSU Executive Orders contain information and/or guidance for events on campus of which you will want to be aware. Briefly, summary notes are included with points of significance for your reference regarding events. As appropriate, review the executive order in detail and discuss with proper campus personnel how to implement policy and/or procedure that may relate to the event(s) during planning. Updated versions and information regarding these can be found on the CSU website at www.calstate.edu and by searching for executive orders.

Integrated California State University Administrative Manual

The Integrated California State University Administrative Manual (**ICSUAM**) was created to respond to the need for an efficient and effective means of providing clear, concise, yet comprehensive guidance to California State University management and staff regarding business and financial affairs. This guidance is intended to assist administrators so they may better serve the students and faculty of the University and provide a framework to assure strict accountability over University resources. As appropriate, review the ICSUAM Section in detail and discuss with proper campus personnel how to implement policy and/or procedure that may relate to the event(s) during planning.

https://csyou.calstate.edu/Policies/ICSUAM/Pages/default.aspx

Coded Memoranda and Technical Letters

Coded Memoranda and Technical Letters articulate and interpret Policies and Procedures. Relevant Coded Memoranda are noted below. As appropriate, review the Coded Memorandum(s) in detail and discuss with proper campus personnel how to implement policy and/or procedure that may relate to the event(s) during planning.

Academic Affairs and Student Affairs

http://www.calstate.edu/AcadAff/codedMemos/AA-2014-18.pdf

Academic Affairs and Student Affairs concentrate on student success and faculty support. Being that special events are often closely integrated with both students and faculty planning, organization and participation, the following may be applicable on occasion.

AA-2014-18 **Centers and Institutes: Guidelines Replacing Executive Order 751**
- **Campus Centers and Institutes (CCI) Defined** – Services to constituents beyond the campus community
- **Functions** – Conduct workshops and conferences

Human Resources

https://csyou.calstate.edu/Policies/HRPolicies/Forms/Default.aspx

Special Events are centered on people; therefore, Human Resources can be an important collaborator or resource. Below are some items from Human Resources that are of particular interest to special events planning.

HR 2015-08 **Background Check Policy**
- **Affected Employee Group(s)/Units** – New hires, employees, student workers, volunteers
- **Employees, (Student Workers), and Consultants Who Work at CSU-Hosted Recreational Camps and Clinics On or Off Campus** – Background including criminal record check, sexual offender registry check and submission of fingerprints, recreational camp (e.g. youth activities) not limited to sports, dance, academic, etc. for minor children.
- **Employees of Auxiliaries and Outside Entities** – Employees of Auxiliaries and other entities that operate camps, clinics, youth activities on CSU premises; part of the agreement to operate on CSU property or under CSU name includes confirmation of completed and cleared background checks.
- **Key Duties and Responsibilities** – Responsibility for the care, safety and security of

people (including children and minors), animals and CSU property.

HR 2015-10   **CSU Volunteer Policy**
- Policy Statement – Status as CSU volunteers, CSU employees as volunteers
- Procedures – Identification of volunteers, minors as volunteers
- **Forms** – Identification, Minors, Background

EO's 1095-1097   **Systemwide polices regarding Title IV, Harassment, etc.**

Risk Management Coded Memos

https://csyou.calstate.edu/Policies/Coded%20Memos/Forms/risk-management.aspx

Risk management plays an integral role in special events planning and organization, thus being familiar with risk management coded memorandums and other resources is a sound practice.

RM 2011-01   Technical Letter re: **Liability Waiver Handbook**
- **Release of Liability...** – Purpose, elements
- **Procedures/Strategies for Risk Management** – Instructions, electronic signatures, minors, retention & storage

RM 2011-04   Technical Letter re: **California State University Business Continuity Planning**
- **Timeline for Development** – Business Impact Analysis and Business Continuity Plans, Mission critical functions
- **Recovery of Data Processing Services** – Information Technology Disaster Recovery Plans alignment with Business Continuity Plan

RM 2011-05   Technical Letter re: **California State University Campus Risk Management Policy**
- **Policies** – Development process
- **Risk Manager & Administrative personnel roles** – Expertise and Assistance, Program Responsibility
- **Evaluation** – Annual Report
- **Risk Control** – Implementation techniques

RM 2012-01   Technical Letter re: **California State University Insurance Requirements**

- **Risk Identification Evaluation Procedure** – Risk Identification & Evaluation Procedure, departure from regular insurance requirements.
- **Special Events** – Documented Risk Identification & Evaluation, Amend (increase) insurance limits.
- **Additionally Insured Endorsements** – Cancellation notice, Insurer Rating, AI identification.
- **Service Agreements or Orders** – Insurance coverage & limits
- **Campus Facilities and Property Lease** – Insurance coverage & limits

Although we tried to be as comprehensive as possible, the above list may not include all CSU Policies and Procedures that may be applicable to your event. There may also be local, state, and federal laws and regulations that are applicable to your campus event. Please consult with the proper campus personnel regarding how to implement policy and/or procedure that may relate to the event(s) during planning.

Chapter 7
External Regulations and Events

The Federal, State, County and City governments have developed a wide variety of laws, codes, regulations, rules and guidance pertaining to the rights and safety of persons (adults and children). Several important Federal and State laws concern: accommodations for the disabled, drug free work place, energy conservation, occupational health and safety, emergency management, and sexual matters. Sexual discrimination, harassment, discrimination and harassment.

This section is not intended to be comprehensive explanations of specific laws, regulations or guidelines. Rather, they point out specific areas that may impact certain or all campus events, and may need to be a part of campus event planning and management.

The Federal **Food Allergy and Anaphylaxis Management Act** (**FAAMA**) is a guideline. However, if a food allergy is considered a disability within the scope of the **Americans with Disabilities Act** a campus may be responsible for appropriate accommodation. See Appendix B for links to detail.

Within California there are District offices (10 North, 12 South) of the **Alcohol Beverage Control Board** with which the campus will want to communicate and obtain guidance, license and permit applications. *See Appendix D: References & Resources.*

Building Codes and Facility Requirements applicable to campus events may be found in the California Building Code and the International Code Council materials. See Appendix B for links to detail.

Cal Fire includes the **Office of the State Fire Marshall,** Life Safety Division that has a North and South Office that receive the Special Event Permit Applications. North of San Luis Obispo, Fresno, Madera, and Mono the State Fire Marshalls are assigned geographic areas and or facilities for regular inspections of State owned and occupied facilities as well as inspections of Campus Events. State Fire Marshalls also enforce pyrotechnic related codes.

California Code of Regulations and the Health and Safety Code include guidance for camps which may apply to youth camps on campus. See Appendix B for links to detail.

California Department of Public Health, includes the **Food Safety Program**, the **Retail Food Program**, and **Environmental Health**. Guidance for these programs is usually provided locally by a County from an office of Environmental Health.

There are likely similar laws, regulations and guidance in other states should your Campus Event be held outside of California, such as an alumni or recruiting event for example. **Please ensure that your campus identifies and complies with all applicable laws and**

regulations, and guidelines for Campus Events within the local environment where the event is to be held.

County/City Regulations and Agencies

In California, the County/City where the campus or the off-campus event is located will likely be the guidance and enforcement entity for State laws, regulations and codes.

If your campus is not considered to be in the County or in the City (but rather State Property and therefore subject to State jurisdiction and enforcement) you may find that local enforcement officials may only provide you with guidance that applies in their jurisdiction.

Counties and Cities are generally allowed to develop and enforce codes that may be more rigorous and expansive regarding public interests and safety as regards events off campus, particularly in public facilities such as open spaces, parks, and community facilities that impact roads, parking, trash, noise, etc. Please ensure your campus **identifies and complies with all applicable laws and regulations, for Campus Events within the local environment where the event is to be held.**

The following are components of an event that may have applicable laws and regulations to consider:

Access	Entertainment	Restrooms
Agreements	Event Permits	Safety
Air Inflated Equipment	Fire	Seating
Alcohol	Fireworks	Set Up
Beverages	First Aid	Signage
Cancellation	Food Service	Staging
Clean Up	Hand Washing	Tables
Contract	Inspections	Tents
Damage	Insurance	Tickets
Domestic Animals	Lasers	Traffic
Drinking Water	Lost Persons	Traffic-Vehicles
Drones	Neighbors	Trash
Drugs	Noise	Vendor Sales
Egress	Occupancy	Weapons
Emergencies	Parking	Weather

See the following for county profiles and links to their web sites:
http://www.counties.org/county-websites-profile-information

Professional Organizations Guidelines/Certifications

In addition to Federal, State, County and City laws, regulations and guidelines, professional organizations have developed guidelines and performance-based certifications.

American Camp Association (ACA) - Camps

The American Camp Association is a community of camp professional who, for over 100 years, have joined together to share knowledge and experience and to ensure the quality of camp programs. **Standards-At-A-Glance, 2012 Edition (Updated January 2016)** provides a general overview of the ACA Standards. Each standard is listed, however the document is a reference to the basics. Complete standards are available in Accreditation Process Guide, 2012 Edition available from the ACA.

Standards Include:

Site and Food Service
Transportation
Health and Wellness
Operational Management
Human Resources
Program Design and Activities
Program Trip and Travel

http://www.acacamps.org/sites/default/files/resource_library/accreditation/Revised%201_16%202016-Standards_at_a_Glance_.pdf

Camp Self-Assessment and Expanded Self-Assessment Forms

http://www.acacamps.org/staff-professionals/accreditation-standards/tools-resources/accreditation-information-forms

Association of Collegiate Conference and Events Directors- International (ACCED-I) - Conference and Events Program

One-Stop Shop Certification

One-Stop Shop Certification is the industry's premier resource for defining and identifying conforming campus venues. A certified one-stop shop operation provides the most effective planning atmosphere to successfully stage a collegiate conference or event. Certification assures campus offers the following:
- o **One contact** through which a planner may secure all university services (arrangements will be handled through one department and primarily with one individual)
- o **One contract** that covers all services the planner will receive from the

university, including, but not limited to:
- Meeting Space
- Dining or catering
- Audio Visual Services
- Lodging (if available and required by the program)
  o **One bill** (itemized) for all services provided by the university.

http://www.acced-i.org/page/OSS

We have tried to identify and call attention to specific areas of laws, regulations, codes and guidelines that can be an important part of the planning and management of Campus Events. We have also identified two opportunities for accreditation and certification od Campus Events..

In addition to the Standards, Guidelines and University Regulations discussed in the previous section, these laws, regulations, codes and guidelines impact Campus Event planning. Next, we'll take a look at Campus Policies for Events.

Chapter 8
Campus Policies for Events

Campus policies for events on and off campus may differ as our 23 campuses and the Office of the Chancellor set their specific missions, goals and management styles in support of the campus and surrounding communities.

Often, campus policies provide campus specific information necessary for the implementation of CSU System-wide policy implementation. Many campuses have policies governing Auxiliary Organizations, Alcohol, Business Continuity and Records Retention.

Other campus policies may address specific campus issues within the general scope of operations such as: Mission and Goals, Endorsement and Sponsorship, Scheduling and use of Facilities, Marketing and Communications, etc.

Likewise, campus policies may reference and implement laws, regulations and guidance of federal, state and local entities for clarification or emphasis.

Identifying campus policies that guide or control activities, facilities and services for Campus Events is an important part of knowing the context for planning and operations.

Establishing a Campus Events Policy to support a unified Campus Events Program whether responsibility is centralized to a department or person, distributed to applicable persons or departments, or a combination that "works" for the campus is a good practice. Such a policy can reference and integrate appropriate CSU, Campus and External policies supporting a coherent, compliant and consistent Campus Events Program. Campus programs such as Continuing/Extended Education, Career Services, International education and Auxiliary Organizations are examples of campus programs with supporting policies.

The Council for the Advancement of Standards in Higher Education (CAS) Standards and Guidelines for Conference and Event Programs (introduced earlier) may serve as a format for a Campus Event Policy, including standards and guidelines that serve the specific campus and its communities.

Good practices in Campus Events may include developing policy guidance including, but not limited to:

Mission

- o Role of Campus Events within the mission of the Campus
  - o Relevant and complementary
  - o Core function

- o Commitment of Campus Events to recognize and accommodate the needs and relevant goals of:
  - Event hosts and guests
  - Campus entities supplying resources
  - Communities involved and impacted by campus events
- o Commitment of the campus resources to Campus Events
- o Engagement of resources external to the campus for Campus Events
- o Responsibility of Campus Events for compliance with campus policies, procedures, applicable laws, regulations and guidelines and professional standards

Program

- o Definition of the Campus Events Program
  - Campus Events program goals and objectives
  - Organizational placement and structure
  - Events included/excluded
- o Assignment of authority and responsibility for program management
  - University and/or Auxiliary entity(ies)
  - Fiscal integrity and responsibility
  - Integration and management of campus resources
  - Communication and information
  - Safety of guests, campus staff and hired services for Campus Events
- o Services to be offered/provided

Organization and Leadership

- o Planning and management of campus events
- o Management of campus and off campus resources for Campus Events
- o Development of Campus Events policies and procedures
- o Development of Campus Events communication & marketing
- o Leadership within and for the campus relative to campus event planning and management
- o Operation of Campus Events point(s) of service
- o Communication with Campus Events clients/hosts regarding management and resolution of on-site issues during the event
- o Communication with Campus Events clients/hosts timely and forthright of extraordinary and/or changing conditions

Human Resources

- o Compliance with University / Auxiliary Human Resources policies and procedures including student employees, interns and campus (University/Auxiliary) volunteers, as well as collective bargaining agreements
- o Development of Campus Events management, supervisory and staff position descriptions and qualifications

- o Development of Campus Events organization staffing plan
- o Management and supervision of Campus Events employees and volunteers
- o Development of Campus Events staff training
- o Access to continuing and advanced education and appropriate professional development and certification as appropriate

Ethics

- o Identify professional ethical standards that could provide guidance in addition to or in support of campus procedures and policies.
- o Orientation and training of Campus Events staff to ethical standards that should be considered in managing Campus Events.
- o Standards related but not limited to: confidentiality, privacy, disclosure, conflicts of interest, institutional funds and accountability
- o Informing users of Campus Events programs and services and ethical considerations.
- o Performance of duties within the scope of position, training, expertise, and competence

Law, Policy and Governance

- o Identification and compliance with relevant campus policies, federal, state, local laws and regulations for Campus Events
- o Authority and responsibility to initiate and fulfill contracts and written obligations
- o Agreements, contracts, and purchases will be consistent with campus (University and/or Auxiliary) policies and procedures
- o Identification, analysis, treatment of risks involved with Campus Events to be completed and documented consistent with campus (University and/or Auxiliary) policies and procedures
- o Modification as necessary of campus procedures for "after hours", weekends, holidays and "breaks" to ensure inclusion of Campus Events (please consult with Human Resource and/or the Office of General Counsel)
- o Modification as necessary of campus emergency management and business continuity to ensure inclusion of Campus Events
- o Properly shifting responsibility and risk mitigation and indemnification for Campus Events to the client/hosts of the Campus Event consistent with applicable laws, regulations and policies

Diversity, Equity and Access

- o Strive to create and maintain campus events that are welcoming, accessible, inclusive, equitable and free and free from unlawful harassment and discrimination this is consistent with Campus policies and procedures
- o Provide reasonable access to facilities, programs, services and information

Internal and External Relations

- o Outreach to internal and external Campus individuals, groups, organizations and communities to establish, maintain and promote understanding and effective relations with those that have significant interest and/or potential effect on constituents served by Campus Events
- o Identify external resources for Campus Events and collaborate with external events supporting surrounding communities
- o Engaging diverse individuals, groups, communities, and organizations in developing campus and community Events
- o Promoting Campus Events programs and services through the campus and community contacts
- o Interface with campus public affairs/media relations and advancement

Financial Resources

- o Develop budget to support Campus Events programs and services
- o Identify funding sources from campus, auxiliaries, facilities, services, users and ticketing
- o Administration of funds in compliance with applicable policies and procedures
- o Ensure internal and external resources providing for Campus Events are reimbursed for expenses per campus processes and contractual agreements
- o Financial reporting provides an accurate overview of the Campus Events Program(s) and individual Campus Events
- o Provide single comprehensive invoice to Campus Event program and services users
- o Ensure that agreements for Campus Events include language required for by campus and/or auxiliary policies and procedures, including indemnification and insurance for such events

Technology

- o Technology to support Campus Events Program(s) implemented and maintained to achieve program goals and objectives
- o Technology integrates and complies with Campus technology policies and procedures and relevant laws and regulations
- o Develop policies and procedures to protect the integrity of campus data, technological resources and Campus Events access

Facilities and Equipment

- o Agreements and operating procedures between Campus Events Program(s) and campus resources as well as off campus resources should be established to enable Campus Events to serve as point of contact and or facilitate arrangement of resources for Campus Events
- o Provide consolidated invoice for resources utilized by Campus Events

- o Provide agreements for external resources to include language required by campus and/or auxiliary policies and procedures, including indemnification and insurance requirements
- o Resources for Campus Events are compliant with applicable laws, regulations and campus and/or auxiliary policies and procedures (e.g. accepted practices for access, health and safety, security and sustainability)

Assessment

- o Develop assessment plans and processes for Campus Events individually and Campus Events Programs
- o Collaborate with institutional research to generate data to document and project Campus Events contribution to campus and community
- o Integrate campus and community cross section representation to develop and review assessment
- o Share assessment results with constituencies including students, employees, administration and clients annually

Chapter 9
Organizing for Success

To help understand where your campus might be in its development of processes or practices to manage Special Events, let's review how special events may have historically developed on our campuses:

Campus Event Development over Time – A Collage

Early in the history of our campuses, certain traditional campus special events were established: Commencement, new student Orientation, perhaps an academic term opening Convocation, an Open House or other major campus activity. These events were likely created and managed as functions of separate **Program Management** offices such as Academic Affairs, Student Affairs, and Office of the President perhaps a specific College. Each program contacted and coordinated many individual campus and perhaps off campus **Resources** for the specific event. These special campus events were seldom ever managed by the same program management office, scheduling was not coordinated, and faculty, staff, and students likely viewed these events as an event hosted by the entire campus.

Athletics Programs may have operated independently, to some degree, with dedicated, sometimes single purpose facilities (stadiums, fields, tracks, courts, gymnasiums, pools) and services (coaches, boosters, and team members as ushers, hospitality or security) entirely under their control for interscholastic competitions.   This may have served as a model for other **Campus Programs** and departments as they were assigned to or new facilities were constructed for their specific programs and/or uses (Performing Arts Centers for example for a Liberal Arts College or Departments such as Dance, Music, and Theatre; Workshop and Laboratory space and/or campus areas for architecture, agriculture, engineering programs and other specialized facilities).

As campuses developed their academic and student affairs programs, and enrollments and facilities increased, so did the co-curricular use of campus facilities for other than traditional classroom instruction activities, including:

- o Academic - seminars, conferences, institutes, short courses
- o Continuing/Extended Education – courses, trainings, special interest programs
- o Academic Performances - dance music, theatre
- o Academic Competitions – speech, engineering, architecture, agriculture, etc.
- o Student Organization activities - clubs, fraternities, sororities – meetings, competitions, service activities, recreation, entertainment (concerts, performers, movies)
- o Community Activities - speakers, entertainers, social-cultural events, meetings

Some of these activities were opened to students and parents and to the community as well, increasing the audience and the community engagement with the campus and use of related campus facilities and services.

Campuses and their programs continued to grow and as specifically dedicated facilities were constructed for or assigned to academic programs, often a College or department would take over the "ownership" and management of that facility (lecture hall, specialized lab and or workshop), particularly in terms of scheduling, requirements for use, contracts, fees for usage, staffing and other costs. Lecture halls, multi-purpose rooms, theatres, laboratories, workshops, classrooms, and athletic fields may have become available for use when not scheduled for academic programs, particularly on nights, weekends and academic breaks including summer.

This sense of ownership created a responsibility for the facility, encouraging maintenance and care of a facility by faculty, staff and students. Often a sense of caution (protectionism) developed ensuring appropriate use so as not to impact the college/department/program's regular use due to damage or left in a mess or conflict with regularly scheduled use. Some "owners" may have implemented user fees for a facility and support staffing augmenting their university budget allocation. In many cases, event hosts/sponsors simply contacted a College or department or staff that "controlled" a facility and the support services for that facility for an event.

In cases where an activity was thought to be a simple matter of attendance and participation, additional campus services such as food services or parking for the attendees or activity staff, might not have been either considered or included in the planning for an event. However, the impact of event attendees and event staff on the campus as a whole – an additional 50, 100, 200, 500 people on campus, roadways, parking, walkways, hallways, restrooms, food services, bookstore, emergency response may not have been communicated to the campus programs and services which would be impacted. Often this could happen at nights or over a weekend interfering with "down time" scheduled university facility custodial and/or maintenance activities and/or reduced staffing of campus services (food services, custodial, security).

Double booking the same facility was likely avoided, however multiple concurrent activities, such as two all day Saturday programs on campus, might add 400 people to the limited service "Lunch Line" available for library users, on campus students, and weekend laboratory users, resulting in conflicts and questions of priority for campus services. Perhaps more important to attendees would be the conflict of two activities scheduled for the same day and time in adjacent facilities for 200 each with only a single adjacent parking lot of 100 spaces nearby. Either of these scenarios might result in the attendee/participants having a less than positive **Campus Event Experience** at the campus.

As campuses continued to develop they often encouraged increased:

- **Academic collaborative activities** bringing professional conferences, workshops and short courses to campus for campus institutes;
- **Athletic competitions & exhibitions** Interscholastic and intermural, engaging the campus and surrounding communities developing team and program support;
- **Student Affairs programming** (socio-cultural activities, developmental programs) bringing more students back to campus as a focal point for their college experiences through co-curricular programming;
- **Student government programming** (social activities and entertainment) providing activities on campus that better meets the needs of students;
- **Recreational programming** responsiveness to students needs have resulted in campus development through Auxiliary organizations recreational facilities and programs, both indoor and outdoor on the campus, again bringing students back to campus as a focal point for their college experience. Club Sports, Intramurals, fitness and recreation programs and facilities independent of campus athletics;
- **Recruitment and retention programs** bringing students and parents to the campus for marketing and orientation;
- **Advancement activities** for alumni, donors, marketing and recruitment – activities on and off the campus as well as engaging student and parents participating in recruitment and retention programs;
- **Community engagement activities** through the construction of event centers, performing arts centers, recreation centers, university centers and services for the campus and the community and opening the campus to such events as: farmers markets, community organization fundraisers, socio-cultural events, and workshops bringing the community onto the campus; and
- **Campus housing programming** both on and adjacent to campus are resulting in larger on campus populations 24/7, driving and/or supporting in part, the increase in student programming, recreational facilities and services.

These programs support the mission and goals of the university to serve and engage its communities as well as, in some cases fundraising for offsetting the costs of the event, the hosting program, and support of the campus and its programs.

SCHEDULING, COORDINATION, SUPPORT

As more co-curricular activities developed and facilities were added to the campuses, the need to address scheduling and campus coordination has become a major challenge. This challenge has been addressed in several ways:

Facilities Scheduling Office - Established with computer-aided scheduling for academic facilities both for course scheduling as well as for non-academic uses of classrooms, lecture facilities and conference rooms. This can facilitate scheduling of courses, use of vacant rooms for meetings and other programs, scheduling maintenance and renovation and awareness of the locations and numbers of persons in a facility for both service and emergency purposes.

An effective system could include all campus facilities, be accessible to all program areas, and have a method to consider the type of use and potential impacts of multiple activities utilizing adjacent areas of the campus and the impact of the attendees on shared resources. Some facilities designated for the exclusive use of a dedicated department or program that would be responsible for any scheduling of use for an activity or event may, however, not be included in such a scheduling system.

The scheduling program may have no direct interest in the coordination of other services, interface with the participants, contractual arrangements with vendors and facility providers, or financial management of fees charged and expenses paid.

Multiple Campus Event Offices – Where each office is handling activities, events and special events based upon who is hosting/sponsoring the event. Each office receives, reviews and approves the request for an event and then may contact a central scheduling office to reserve the facilities and multiple campus offices for various services. Students may go to a Student Affairs Office, faculty may go to an Academic Affairs or College/Department Office, staff may go to a Business Affairs Office, alumni may go to an Advancement or Alumni Office, and members of the community may go to Public Affairs and so forth. Those offices may be "gate keepers" for events from specific types of hosts/sponsors and/or may provide coordination and support services for the events, such as: registration, arranging food services, arranging: information technology support (audio visual, computers, registration), parking, housing, access to Auxiliary operated facilities for multipurpose rooms, recreation, etc. There is an inherent problem of not coordinating with central scheduling, or central scheduling needs that are not addressed. The ICS/CEMS organizational model was in part developed to manage the risk of disorganization that can comprise both the smallest or largest campus event. As highlighted above, when multiple resources come together without one single unit or entity in charge, no one was able to figure out who was responsible for what and who or what was to be the lead authority on a given project. Thus, communications systems were incompatible, resulting in different groups being unable to report or request help from a central communications point acting as the event management group.

A central facilities scheduling program can avoid double booking of facilities. However, multiple, overlapping or consecutive events on campus can overwhelm services (food, equipment, support) and general campus facilities (parking, walkways, restrooms, elevators). Multiple event planning offices may be unaware of possible conflicts between events as well as potential for disturbance or disruption of events by campus services (custodial, landscape, maintenance, & contractors) especially during nights, weekends and academic break periods.

A **No Event Support** process that encourages a more "do it yourself" approach for hosts/sponsors of activities, events and Special Events. Each **host** being entirely responsible for all arrangements for facilities and services, on or off campus; setting standards and prices for services for their program; setting agreements, accounting for income and expenses, use of volunteers, in kind exchanges for facilities and services, etc.

This may involve the use of department resources (staff & materials) for these extra-curricular events and can engage a number of campus staff in very similar activities using a variety of techniques to produce the resulting programs. Events which may not be consistent with campus policies and procedures may be "discovered" after the fact requiring review and investigation into the handing of funds, use of campus facilities, involvement of minors, use of volunteers, operation of vehicles and a variety of other activities guided by campus policies and procedures.

Limited Coordinating Event Support Offices such as campus housing operations (or continuing/extended education offices), which often have operated "conference housing" during summers when students are gone from the campus. These programs often arrange and coordinate all support services for academic and professional conferences, athletic and academic youth camps, commercial cheerleading camps, social organization meetings, or summer residential courses or activities, etc. These operations can utilize vacant or little used facilities and services on the campus during the summer, bringing in revenue to employ staff, fund facility renovations and maintenance, and introducing potential students, parents and donors to the campus. In some cases, these "summer time operations" develop into year-round planning for a multitude of summer programs and supporting more limited event campus use during the academic breaks, weekends and brief periods when campus facilities and services may not be in use for traditional academic programs.

Athletics, Recreation Centers and Student Unions may offer various programs (sports camps, day camps, recreation programs, off season training) for local or regional communities in their dedicated facilities sometimes independent of all other campus programs, activities, events and special events. These programs may involve both campus and off-campus facilities and services for: housing, transportation, food service, equipment rental, field trips and entertainment.

Similar to the multiple campus event offices above, these campus programs may schedule and support event planning and provide services, however, may not be aware of campus events scheduled by other offices/programs. Conflicts can arise, unfortunately often at the time of the events, requiring immediate resolution and compromising the campus experience for each event.

<u>Campus Event Office and/or Campus Event Management Team</u> - Some campuses have taken steps towards centralizing campus events and special event scheduling, coordinating and managing by establishing a program and office for some or all campus "events" and Special Events. Other campuses have established a committee, group or "team" to review and coordinate resources for some or all events, composed of campus facility and service representatives, such as:

- Public Affairs (media)
- Academic Planning & Scheduling,
- Facilities Custodial and Maintenance
- University Police and Parking
- Advancement (relations)
- Student Affairs and Activities
- Risk Management
- Environmental Health and Safety Administrative & Business Affairs
- Academic Affairs
- Athletics
- College & Department facility "managers"
- Auxiliaries' facilities and services
- Food Service
- Book Store
- University Union
- Recreation Center
- Performing Arts and/or Event Center
- Computing and Communication Services
- Contracting and Procurement
- Accounting and budgeting
- Other campus facilities and services

The key to each approach is collaboration, cooperation and communication in developing and implementing campus events by the many on and off-campus resources that may be involved in or affected by an event.

In addition, it may be appropriate to engage community representatives such as: neighborhood, community government, fire, medical, law enforcement and facility and services providers depending on the size, scope, impact of the planned event as well as unplanned consequences.

As the number of events increase and become more complex, campuses may experience:

- Limited overall knowledge of events on and for the campus – number, purpose, scope, attendees, facilities and services in use;
- Limited knowledge of the impact of events on the regular academic program, campus business operations and other campus events;
- Limited knowledge of the value of the events to the campus overall – community engagement, cultural diversity, co-curricular and social programming, recruitment and donor identification;
- Questions regarding appropriate use of campus facilities and services, by students, faculty, staff, community, nonprofit, private entities, public entities;
- Issues of priority and capacity for campus facilities and services for concurrent events: Commencement vs. College and or Department recognition ceremonies, New Student Orientation vs. Student Organization Recruitment, Intercollegiate Athletics vs. Academic Conferences;
- Questions of appropriate campus events and events off campus using community services and facilities such as: Academic programming, Conferences, Social programs, Recruitment, Alumni, Fund Raising;
- Conflicting use of campus facilities and services and/or impacts on concurrent events or campus programs;

- Activities and events too large for the facilities scheduled and/or too many activities scheduled on campus at one-time taxing campus facilities and services and impacting the campus experience;
- Variations in administrative and financial management of events on and for the campus including: application, review and approval processes, scheduling, management, contracts for facilities and services – both on and off campus, and financial processes;
- Variations in facilities and service fees for student, employee, community, non-profit, private events;
- Unreimbursed costs for facilities, equipment, services and materials used for events and/or in-kind-exchanges;
- Unforeseen impacts of campus events on campus programs, facilities, operations and the campus experience for students, faculty, staff, alumni, parents, donors, and event attendees; and
- Event related losses and or failure of events to achieve objectives due to the common causes of event failures including:

  - ✓ First time and/or one-time events
  - ✓ Inexperienced event organizers and/or event staff
  - ✓ Complex and/or hazardous activities
  - ✓ Temporary sites and/or services
  - ✓ Large crowds
  - ✓ Unanticipated last-minute decisions

To address some challenges of campus events, campuses often create committees, teams, task forces or assign staff to examine policies and procedures. These usually focus on one or more types of campus events, such as: Student Events, Conferences, Camps, Concerts, Off-Campus entity use of campus, Co-Curricular events, Private events, and off-campus such as recruitment, fund raising, alumni, and student-parent activities.

A first step in understanding campus events and events on campus might be to identify and inventory the events. Taking a very broad view of "events" as activities other than traditional instructional activities and support thereof, what is your campus event activity over the course of a year?

A second step to learn more about issues surrounding campus event and to provide a starting point to work on the campus approach to events could be a brief Self-Assessment to identify key areas that may need some additional resources or attention.

Chapter 9a
Activity Summary
Campus Event Activity Summary

Events hosted and/or co-hosted by Campus (University, Auxiliaries)

Fiscal Year:

Event Location	Campus Events #	Campus Participants (Faculty, Staff, Students) #	Non - Campus Participants (Not Faculty, Staff, Students #	Value of Equipment & Facilities for the Events $	Value of Services for the Events $
On Campus					
Off Campus					
On & Off Campus					

Events hosted by non-campus entity: campus served as the venue and/or provided equipment, facilities and/or services for the event.

Fiscal Year:

Entity Type	Events On, off and/or both Campus #	Campus Participants #	Non-Campus Participants #	Value of Campus equipment, facilities & services #
NON-PROFIT				
PRIVATE				
PUBLIC				

Chapter 9b
Brief Assessment

Campus Event Program
Brief Assessment

The **Council for the Advancement of Standards in Higher Education (CAS)** defines/describes **"Conference and Events Program (CEP)** as that which address a broad range of organizing, hosting, and logistical service needs. Services provided to a variety of constituents include program planning; managing conference centers; developing conferences in conjunction with faculty and staff members; providing services and support for summer youth camps; coordinating guest services and special celebrations; scheduling facilities; and organizing donor events, inaugurations, groundbreakings, commencements, homecomings, parents weekends, and other traditional gatherings."

CAS has developed standards and guidelines for Conference and Event Programs in higher education as well as a Self-Assessment Guide (SAG) including general and specialty standards and guidelines developed through a consensus model of member associations and other experts.

Each CAS Standard contains 12 common criteria categories, which are presented here with a modified summary statement of the category standard for the purpose of a brief self-assessment of a campus event program.

Mission:
> The Campus Events Program has a mission statement and program objectives.

Yes	No	Plan to Develop	No Plans to Develop	Comment

Program:

> The Campus Events Program has a student learning and development plan component.

Yes	No	Plan to Develop	No Plans to Develop	Comment

Organization and Leadership:

The Campus Events Program has an organizational chart, program goals, operating policies and procedures.

Yes	No	Plan to Develop	No Plans to Develop	Comment

Human Resources:

The Campus Events Program has position descriptions and performance appraisal.

Yes	No	Plan to Develop	No Plans to Develop	Comment

Ethics:

The Campus Events Program has a Program Code/Statement of Ethics.

Yes	No	Plan to Develop	No Plans to Develop	Comment

Law, Policy, Governance:

The Campus Events Program policies and procedures are consistent with university regulatory and legal obligations.

Yes	No	Plan to Develop	No Plans to Develop	Comment

Diversity, Equity and Access:

The Campus Events Program has goals and objectives related to diversity, equity and access.

Yes	No	Plan to Develop	No Plans to Develop	Comment

Internal and External Relations:

The Campus Events Program has promotional materials, media procedures and established relationships with internal and external stakeholders.

Yes	No	Plan to Develop	No Plans to Develop	Comment

Financial Resources:

The Campus Events Program has a funding strategy, budget and audit processes.

Yes	No	Plan to Develop	No Plans to Develop	Comment

Technology:

The Campus Events Program has technology policies and procedures.

Yes	No	Plan to Develop	No Plans to Develop	Comment

Facilities and Equipment:

The Campus Events Program has inventory and usage policies and procedures for facilities and equipment.

Yes	No	Plan to Develop	No Plans to Develop	Comment

Assessment:

The Campus Events Program has an assessment process and cycle.

Yes	No	Plan to Develop	No Plans to Develop	Comment

Brief Assessment Summary

	Criteria Category	Key Words	Yes	No	Plan to Develop	No Plans to Develop	Comment
1	Mission	Statement, Objectives					
2	Program	Student Learning, Development					
3	Organization & Leadership	Chart, goals, policies & procedures					
4	Human Resources	Position Descriptions, performance appraisal					
5	Ethics	Professional Code, Statement					
6	Law, Policy & Governance	Codes, Laws, Regulations					
7	Diversity, Equity, Access	Goals, Objectives					
8	Internal & External Relations	Promotion, Media, Relationships					
9	Financial Resources	Funding, Budget, Audit					
10	Technology	Policies, Procedures					
11	Facilities & Equipment	Policies, Procedures					
12	Assessment	Process, Cycle					

Chapter 10
Campus Event Management System

A good practice in campus special events management is to utilize a standardized, on-scene, integrated organizational structure that matches the complexities and demands of the event. Key elements of an effective management system may include: accountability, effective communication, systematic planning, distributed work load and integration of resources for safety, efficient use of resources and achievement of the event objectives.

Many campuses have implemented:

<div align="center">

National Incident Management System (NIMS) and
Incident Command System (ICS)

</div>

Management processes and structures for emergencies affecting the campus and its communities.

> *"The National Incident Management System (NIMS) is a systematic, proactive approach to guide departments and agencies at all levels of government, nongovernmental organizations and all the private sector to work together seamlessly and management incidents involving all threats and hazards – regardless of cause, size, location or complexity – in order to reduce loss of life, property and harm to the environment... The Incident Command System (ICS) is a fundamental element of [NIMS] incident management and provides standardization through consistent terminology and established organizational structures."*

These same organizational structures and processes are also used for "**Planned Situations**" by both public and private entities. They integrate and guide a variety of essential functions towards common goals and can interface directly with external agencies for both event support and emergency response.

Campus Special Events can benefit from the NIMS/ICS framework for management through:

1. Centralization and standardization of event management;
2. Improved accountability, planning, communication, supervision, and evaluation of campus events;
3. Coordination of campus and community resources to support successful campus events contributing to the **Campus Experience** and **Community Engagement**; and
4. Integration of campus and community "**Stake Holders**" in the preplanning, management and evaluation of campus events.

NIMS and ICS Background:

- o NIMS and ICS are based in part on a system developed in Southern California in the early 70's called **FI**refighting **R**esources of **S**outhern **C**alifornia **O**rganized for **P**otential **E**mergencies (**FIRESCOPE**). The system was designed to create an efficient interagency resource coordination system for fire and other emergencies in the Southern California Region.

- o California's Standard Emergency Management System (SEMS) was developed using ICS and FIRESCOPE. It was adopted by the Governor's Office of Emergency Services (OES) for all California government entities following the Oakland Hills Fire in 1991.

- o NIMS was developed and adopted by the Department of Homeland Security (DHS) in 2004. The Federal Emergency Management Agency (FEMA) utilizes NIMS and ICS to coordinate the response to disasters that occur in the United States and overwhelm local, state and national resources.

FEMA summarizes the ICS framework features and principles:

- Utilizes management features including the use of common terminology and a modular organizational structure.
- Emphasizes effective planning through the use of management by objectives and Incident ("**Planned Situation**") Action Plans (IAP).
- Supports responders by providing data they need through effective information and intelligence management.
- Utilizes the principles of chain of command, unity of command, and transfer of command.
- Ensures full utilization of incident ("**Planned Situation**") resources by maintaining a manageable span of control, establishing pre-designated incident facilities, implementing resource management practices, and ensuring integrated communications.

The use of a management framework designed for emergencies may appear extreme. However, ICS was developed to address issues with accountability, communication, planning, lack of integration and overloaded management. **These are some of the common causes of failure for events of every size.**

The use of ICS/NIMS as a framework for non-emergency management of events continues to increase in both the public and private sectors. Such events include: athletic events, concerts, parades, fairs, and other gatherings where there may be multiple activities, facilities, services, departments within an organization and external agencies, both public and private involved in a "**Planned Situation**" (aka: "Campus Event").
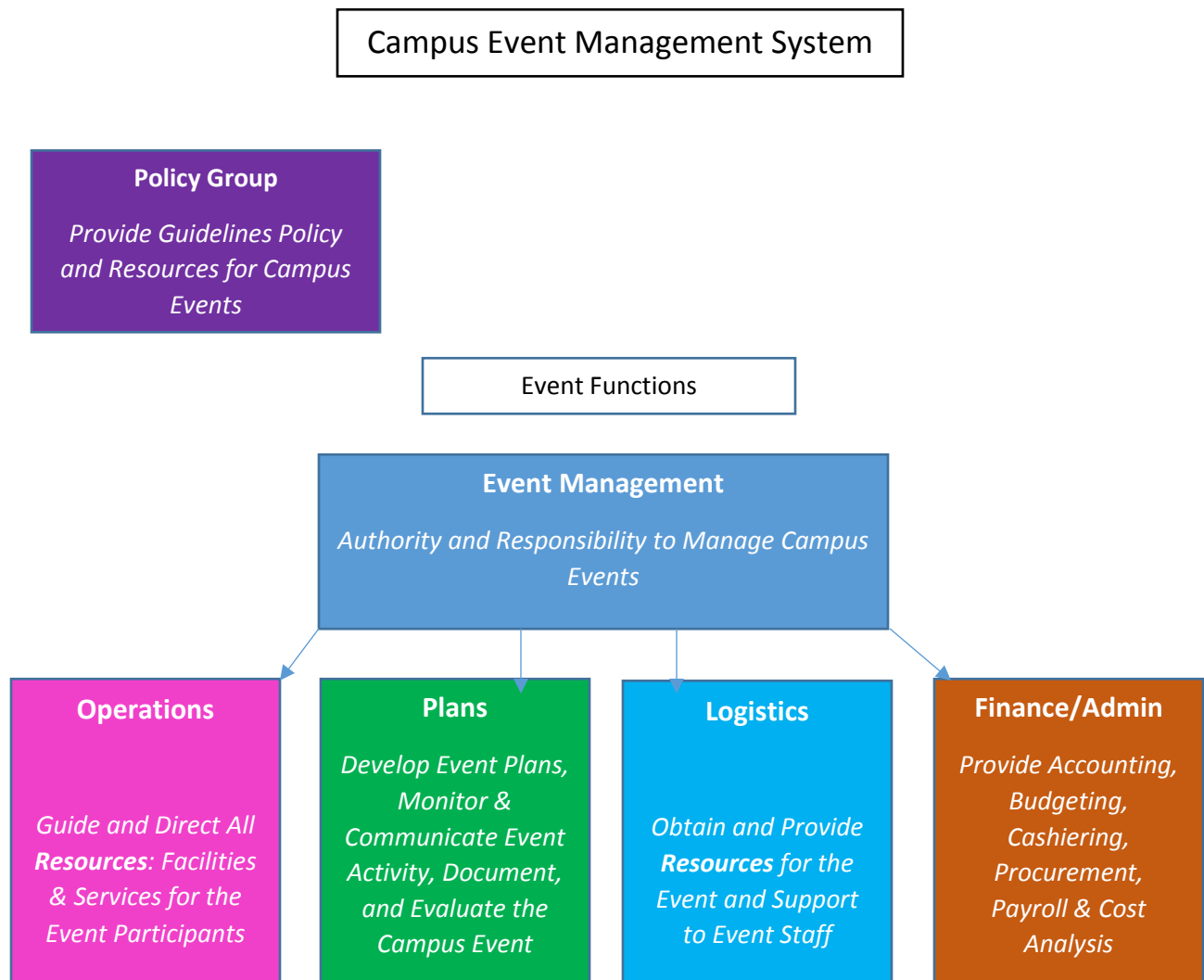
Campus Emergency Operations are most often managed through an ICS framework and is therefore a familiar organizational structure for managing activities and resources, both on campus and for regional emergency events impacting the campus.

The Incident Command System (ICS) provides an integrated organizational structure that matches the complexities and demands of **"Planned Situations"** without being hindered by intra departmental, intra campus, jurisdictional boundaries or issues between public and private resources. The ICS framework is both flexible and scalable, appropriate to the size and complexity of an event.

ICS for Campus Events:

The ICS framework can be used as an organizational chart for specific functions for Campus Events and/or positions in a Campus Events Program (CEP).

Campus Event Management System (CEMS) Basic Functions Chart

Campus Event Management System

Policy Group

Provide Guidelines Policy and Resources for Campus Events

Event Functions

Event Management

Authority and Responsibility to Manage Campus Events

Operations	**Plans**	**Logistics**	**Finance/Admin**
Guide and Direct All Resources: Facilities & Services for the Event Participants	*Develop Event Plans, Monitor & Communicate Event Activity, Document, and Evaluate the Campus Event*	*Obtain and Provide Resources for the Event and Support to Event Staff*	*Provide Accounting, Budgeting, Cashiering, Procurement, Payroll & Cost Analysis*

Common Guidelines for Campus Event Management System

Many of these are ICS principles that apply through the range of management functions for CEMS:

1. **Use plain English terms**:
   - Do <u>not</u> use codes or acronyms
   - Do use terms common to the campus and the event industry
   - Do use Campus Event Management System functional terms
2. **Use the CEMS modular structure:**
   - Policy Group, Event Management, Operations, Plans, Logistics, Admin & Finance
   - Branch, Division, Group, Unit, Team, Technical Specialists, Resources
3. **The Campus Event Management System is:**
   - Scalable and need be no larger or complex than is needed
   - Flexible, functions needed may be added and delegated
4. **Consider the "Span of Control":**
   - When assigning resources (3 – 7 Resources per supervisor)
   - For good supervision
   - For safety of the resources
5. **Consider defined pre-defined function & position descriptions:**
   - Defined scope and responsibilities
   - Develop and maintain experienced staff
6. **Event functional facilities are pre-designated:**
   - Event Operations Center (EOC) (aka ICS - Incident Command Post)
   - Function Areas, as needed: Staging of Resources to be assigned, First Aid & Lost Person locations for Participants, Medical and support Services for Staff, etc.
7. **Event Resources are tracked and reimbursed** according to campus policy and contracts – Persons, Supplies, Equipment, Services, Facilities, Vehicles, etc.

The use of the NIMS/ICS framework benefits campus event management by providing a proven and flexible management framework that can interface with campus emergency management programs utilizing the NIMS/ICS and with campus and community emergency responders who may be called upon for support of campus events and response to incidents related to campus events.

Just as Emergency Management on the campus utilizes campus employees and authorized volunteers to "staff" the Emergency Management Program and the Campus Emergency Operations Center, the Campus Events Management System utilizes campus staff to perform the functions of event management to provide campus wide, integrated and coordinated services to this important core function of the University.

Orientation to NIMS and ICS useful for the Campus Event Management System is available from the Federal Emergency Management Agency's Emergency Management Institute: **https://training.fema.gov/is/**.

See Appendix D: Resources and References.

Presented in the next chapters are brief descriptions for each of the six Campus Events Management Functions, including an organizational chart example of delegation within the event functions in an ICS format.

Chapter 11
Campus Event Management System Group

Policy Group

For a Campus Event Management System, a Policy Group's primary responsibility is to develop policy and guidelines for the operation of campus events, both on and off the campus. Some of these policies may be campus specific (appropriate use of a certain facility); others may be implementation of CSU policy on the campus (priority of use of university facilities); still others may be guidelines for campus events to comply with local, state or federal laws and regulations (food safety and service of alcohol).

A good practice for a campus events program is to have policies and guidelines, which pertain to the operation of campus events, documented consistent with other campus policies and guidelines.

A campus events Policy Group might be a separate group of individuals representing the major **Program Management** areas of the campus and/or may be an established group of campus chief administrators including: President, Provost, Vice Presidents (or other key positions) for Academic, Administrative, Advancement, Auxiliary, Business, Information, and Student Affairs and other positions as a campus has established for developing policy.

The executive/senior campus officials are ultimately accountable for campus events. Along with this responsibility, these individuals have the authority to set policy, commit resources, obligate funds and provide necessary protection for the students, faculty, staff, guests and visitors, as well as maintain continuity of campus operations, and protect the campus' physical and financial resources and reputation.

The role of the Policy Group in CEMS is to develop and authorize campus event policies to be implemented by a Campus Event Program (CEP).

Campus Events Incident Command System – Policy Group:

Policy Group			

Event Management		

Operations	Plans	Logistics	Finance/Admin
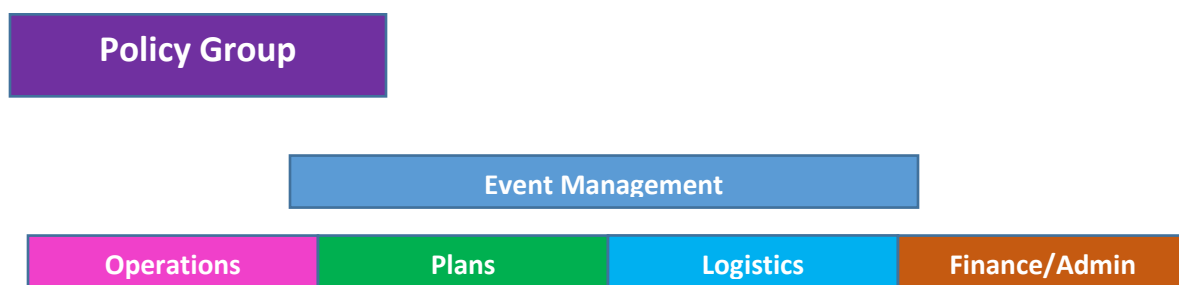
Policy Group Key Functions:

- Provide on-going policy and guidance for campus events to be implemented by the **Campus Event Management Program (CEMP).**

- Provide policy guidance on priorities and objectives based upon event situational needs and the **Event Action Plan (EAP)**.

- Delegate authority to **Event Management** for campus events.

- Oversee resource coordination and support to **Event Management**.

- Review after-event reports or summaries.

- May convene at the campus location designated for Emergency Operations for incidents related to Campus Events per the campus Emergency Management Plan.

Policy Group may be advised by Campus Events Management Program staff and/or a Campus Events Management Team which may include representatives from:

- ✓ Key campus facilities and services, such as: Auxiliaries, University Police, Parking, Public Affairs, Event Centers, Athletics, Physical Plant, Housing, Food Services, Risk Management, Environmental Health and Safety, Finance, Procurement, Student Government, and/or others.

- ✓ Key community agencies and services, such as: Neighborhood associations, chamber of commerce, city/county, law enforcement, fire and rescue, ambulance, Fire Marshall, ABC, Health Department and/or others.

Event Management

The critical function that must be staffed for each substantive campus event is **Event Management** in the Campus Event Management system.

Event Management is responsible for managing the event(s) including:

1. Establish strategy and tactics in order to:
   - Ensure safety of the event
   - Achieve event objectives
   - Effectively use resources
2. Delegate event functions and assign staff as necessary
3. Liaison with supporting campus departments and external agencies
4. Provide information to staff, campus, external entities

For a minor or small event, **Event Management** may be the only function staffed. However, **Event Management** is responsible for all event functions necessary for the event until a function is delegated and staff assigned.

As an events grow in size and complexity, **Event Management** may choose to delegate specific tasks and/or functions and assign staff.

Event Management may assign **Resources** (Parking Officer, Facility Manager, Catering Server, Event Host) to perform the specific services needed for a small event.

For larger events, common functions delegated within the **Event Management** function include: Deputy, Safety, Liaison, and Information.

The chart below shows a typical ICS/NIMS model of delegation of **Event Management** functions for a larger event, which may also be helpful for multiple events.

Campus Event Management System – Event Management Function
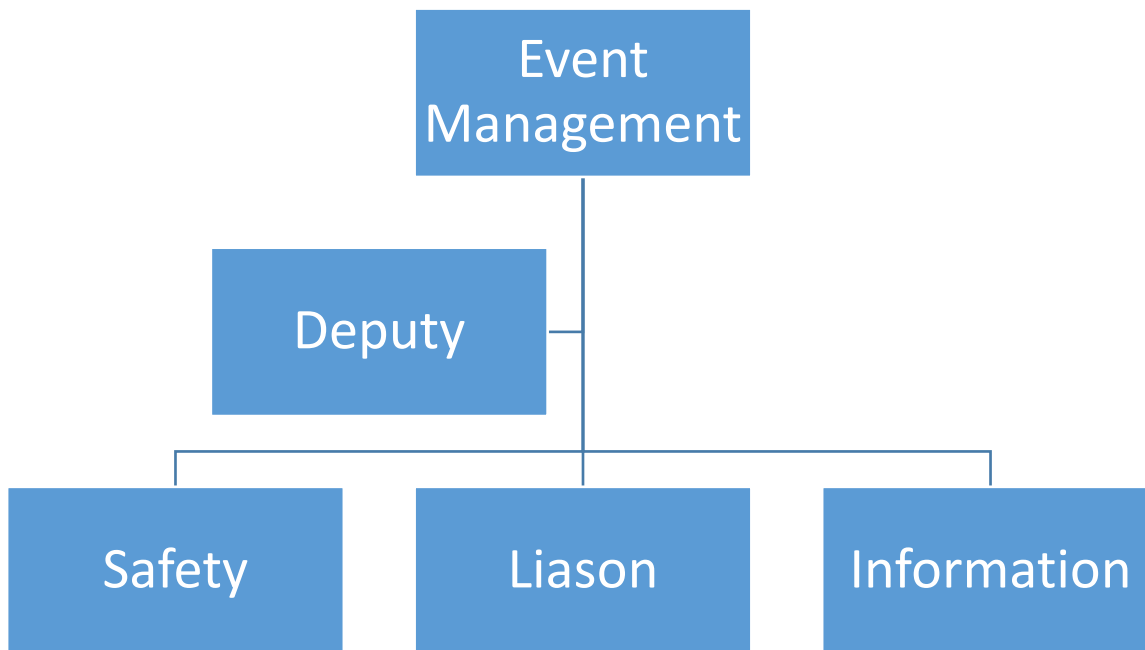
In ICS/NIMS organizations, the position responsible for **Event** Management is often "titled" Incident Commander. Event Manager might be a useful title in a CEMS organization or Event Director.

DEPUTY

An **Event Management** Deputy may be assigned to functions supporting an event to represent a specific campus department or program that shares "jurisdiction" of the event, including:
- ✓ Athletics
- ✓ Event Center
- ✓ University Police
- ✓ Commencement Coordinator

This shared jurisdiction exists in order to enhance coordination within the campus. Likewise, a Deputy may represent supporting external agency with a key role in the event.

In ICS/NIMS organizations, the following delegated functions would be assigned to positions titled "Officer", for example "Safety Officer". Use of title such as "Coordinator" might be appropriate for CEMS.

SAFETY

Known as the Safety Officer in an ICS organization, this function includes responsibility for:

- ✓ Monitoring safety conditions and develops measures for assuring safety of event participants and staff

- ✓ Conducting risk analysis and implement safety measures

This function usually includes the authority to stop unsafe event activities.

LIAISON

This functional area serves as a primary contact for external agencies assisting with an event (City Fire, Police, and Ambulance). It may also serve as a Point of Contact for other supporting organizations such as adjacent jurisdictions and nongovernmental organizations. Key responsibilities include:

- ✓ Monitor operations in order to identify current or potential problems between campus and supporting agencies

- ✓ Facilitate communication and coordination with the Policy Group when it is actively involved in the event

INFORMATION

This functional area is often known as the Public Information Officer (PIO) in ICS organizations and has responsibility for:

- ✓ Primary contact for information about the event

- ✓ Conduit for information to internal and external stakeholders including: event staff, public, media

For much larger events and/or for multiple events (concurrent or sequential) **Event Management** may delegate the **Operations, Plans, Logistics, Finance & Administration** functions and assign additional persons as needed to perform these functions necessary to achieve the objectives of the event.

UNIFIED MANAGEMENT

The NIMS/ICS framework is a nationally recognized standard for management of emergencies and "Planned Situations". This provides the opportunity for the integration of key campus programs and/or assisting external agencies in the **Event Management** function.

For Example:

At a large outdoor, community concert held on campus with support from local law enforcement, the **Event Management** function could be staffed with the Campus Event Manager and a representative from both campus and community law enforcement.

For a Commencement ceremony, the **Event Management** function could be staffed with the Campus Event Manager and a representative from Academic and Student Affairs Programs.

A multiple day conference for an association with hundreds of participants and families on campus utilizing meeting, recreational, food service, housing, transportation and other conference services might include an association representative in the **Event Management** function.

In addition, should a significant campus or local emergency occur during a major event (related or unrelated), the opportunity exists to integrate a campus Emergency Management response organization with the campus **Event Management** organization if they are both using NIMS/ICS framework. This could more effectively utilize campus and local resources, avoiding duplication of efforts and distraction of **Resources**.

Operations

Event Management is responsible for all necessary event functions until proper delegation and staff assignment.

Operations is often, but not always, the first function delegated by **Event Management.** This allows Event Management to focus on the remaining functions for the campus event, delegating other functions as needed.

   Operations responsibility:

- Establish the tactics to achieve event objectives
- Organize, assign and supervise **Operations Resources**
- Conduct all direct services to event participants
- Assist in the development of the **Event Action Plan**
- Communicate situation information and changes to **Event Management**

As the **Operations** function is delegated and staff assigned, the **Operations** "Chief" has the authority and responsibility to delegate functions within the **Operations** function and assign staff to those functions per the **Event Action Plan** approved by **Event Management.**

For a small event, the assigned **Operations** "Chief" might only need several individual **Resources** for the event. For larger and more complex events, it may be necessary to assign **Resources** to **Teams**, each with a **Leader.**

   For Example: When the number of resources necessary for the event is more than 5, the "Span of Control" for the **Operations** "Chief" has become too large and some or all of the resources need to be assigned to one or more teams, with the **Team Leaders** reporting to the Operations "Chief".

Large events may require further structuring, with **Teams** being assigned to **Groups**, **Groups** assigned to **Branches**, and **Branches** to **Divisions**.

The chart below shows a typical ICS/NIMS model structure for **Operations** function for a larger event, which may also be helpful for multiple events.

Campus Event Management System – **Operations** Functions Structure
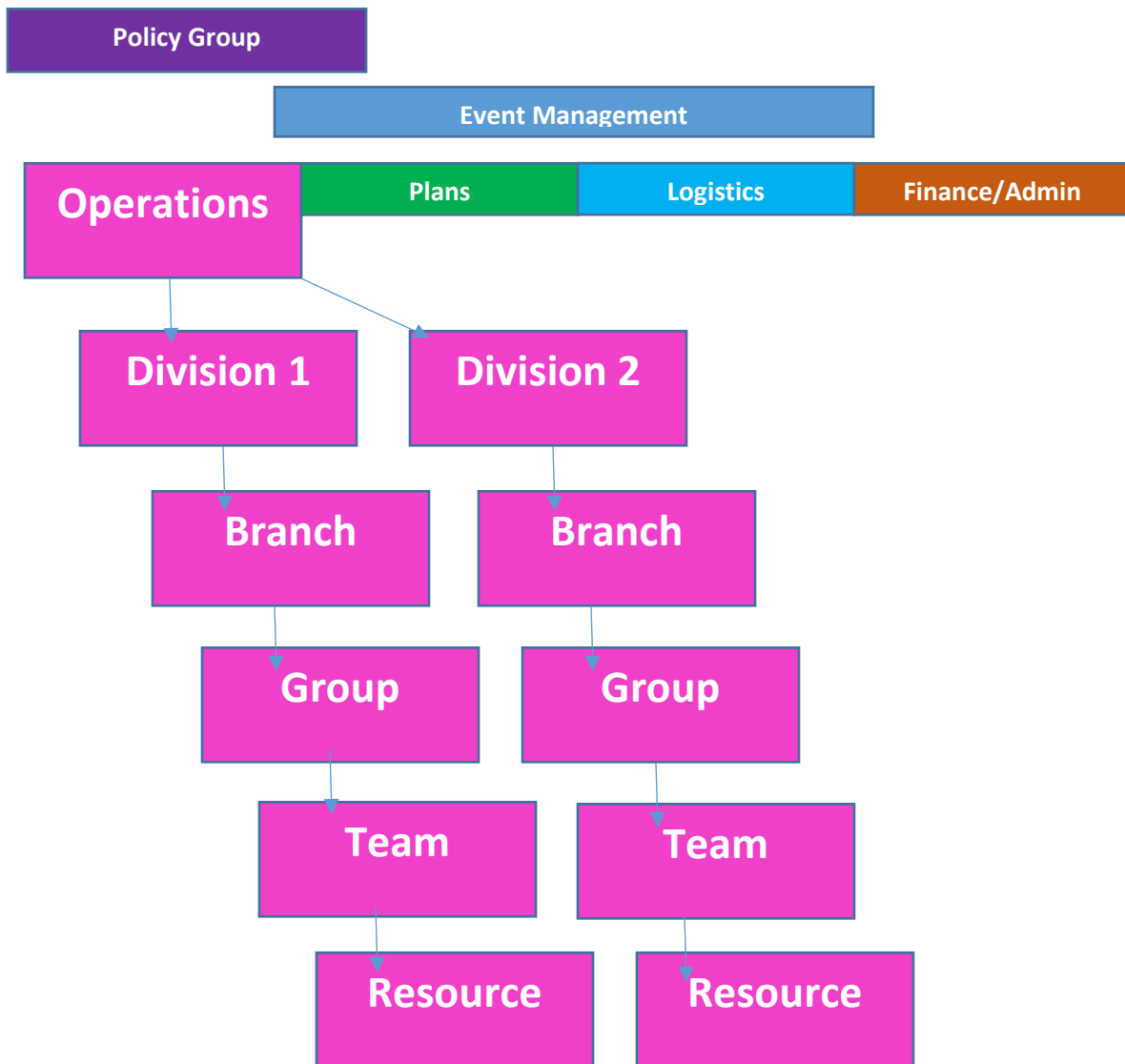
In ICS/NIMS organizations the position responsible for **Operations** is often titled **Operations** "Chief". In a **CEMS** organization an appropriate title might be Operations Director or Coordinator.

OPERATIONS STRUCTURE COMPONENTS

RESOURCE

> A **Resource** may be a single individual, a piece of equipment and its personnel, or a crew or team of individuals with an identified supervisor such as a contractor and their personnel providing a specific service or services to the event.

For example: Experienced individuals, familiar with responsibilities as ushers would be **Resources**, Food Service personnel would be **Resources**, and Security Service personnel would be **Resources**.

TEAM

Teams are usually made up of three to seven individual **Resources** (persons). **Teams** usually have a specific assignment. **Teams** have a **Leader** in an ICS organization.

For example: A **Parking Team** might be made up of three to seven **Resources** (persons) who are guiding attendee/participant vehicles into parking lots. Their **Team Leader** being a senior Parking Officer. A **Food Services Team** might be the four contractor food servers. Their supervisor is the **Team Leader**.

GROUP

Groups can be made up of one to five **Teams. Groups** may be similar function teams. ICS **Groups** usually have **Supervisors**.

For example: A **Parking Group** might be made up of several **Teams** of parking control personnel stationed at several parking lots around the campus. A **Food Services Group** could be made up of several **Teams** of food servers from campus food services, each operating a separate food and beverage station at the event.

BRANCH

Branches are usually based upon specific related services to be provided for an event and contain one or more **Groups**. ICS **Branches** usually have **Directors**.

For example: For a Commencement event there could be a separate **Support Services Branch**. Another **Branch** might be the Academic Officers. Another **Branch** could be Food and Beverage Services for post commencement receptions.

DIVISION

Divisions are often based upon geographical separation of operations. However, they could be separate phases of an event (pre, during and post) depending on services to be provided, or separate concurrent or even immediately sequential events. **Divisions** usually have **Supervisors** in charge.

For example: An Athletic Homecoming game (**Division A**) preceded by an Alumni and Boosters reception (**Division B**) in a campus building and general tailgating activity (**Division C**) in parking lot. Multiple simultaneous or sequential events, on and off the campus, might each be managed by a separate **Division.** Pre-event services for an event might be provided by a separate **Division** of the event organization.

Divisions may be composed of one or more **Branches** and/or several **Groups** and/or **Teams** and/or **Resources** or combinations thereof.

Plans

Event Management is responsible for all event functions necessary for the event until a function is delegated and staff assigned.

As with all ICS/NIMS based systems, the organization is scalable and need not be any larger nor complex than is needed to accomplish the objectives of the event.

Plans or the planning function for Campus Events is a critical pre-event function and has a continuous role throughout the event, including review and evaluation.

Functions for **Plans** include:

- o Planning
    - Gathering of detailed event information from **Event Host**
    - Developing a comprehensive **Event Action Plan (EAP)**, including detailed event schedule integrating all **CEMS** functions and **Resources**
    - Reviewing and approving sub plans as needed, including: Communications, Medical, Transportation, Demobilization
- o Monitoring and Communicating
    - Event activity and environmental conditions
    - **Situation and Status** information
    - **Resource Status** information
- o Documenting
    - **Event Action Plan**
    - **Resource** use
    - **After Event Report (AER)**

As the **Plans** function is delegated and staff assigned, the person responsible for **Plans** has the authority and responsibility to delegate functions within the **Plans** function and assign staff to those functions per the **Event Action Plan** approved by **Event Management.**

The usual functions delegated within **Plans** include: **Resources, Situation, Documentation and Demobilization**. A variety of **Technical Specialists** may also be within the **Plans** function.

The chart below shows a typical ICS/NIMS model structure for **Plans** function for a larger event, which may also be helpful for multiple events.

Campus Event Management System - **Plans** Structure
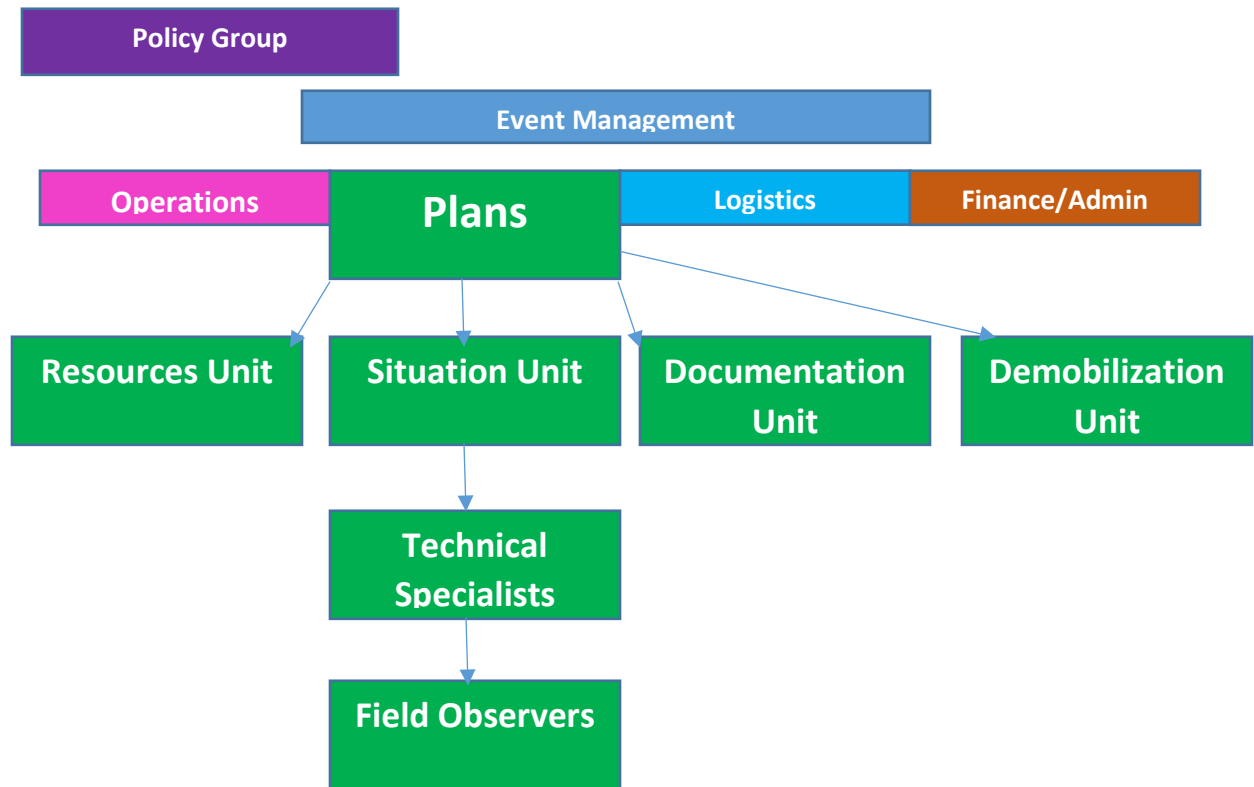
In ICS/NIMS organizations the position responsible for **Plans** is often "titled" Plans Chief. In a **CEMS** organization an appropriate title might be Plans Director or Coordinator.

For a small event, the assigned **Plans** "Chief" might only need several individual **Resources** and or a **Technical Specialist** or two for the event. For a larger and more complex event, it may be necessary to assign **Resources** to **Units**, each with a **Leader.**

Plans Units

RESOURCES UNIT
Recording status of resources committed to event
- Assigned
- Available
- Anticipated additional needs

SITUATION UNIT
- Collection, organization and analysis of event situation & status information
- Maps of the event facilities – activities, services, traffic
- Forecasting needs for additional resources

DEMOBILIZATION UNIT
- Ensuring orderly, safe and efficient demobilization of **Resources**

DOCUMENTATION UNIT
- Documentation of event activities, communications, decisions, incidents, etc.
- Collection, recording and safe guarding all documents relevant to the event

TECHNICAL SPECIALISTS

Special expertise useful in event management planning, for example:

- Campus Scheduling
- Emergency Response
- Environmental
- Facilities
- Fire Marshal
- Food & Alcohol Services
- Housing
- Risk Management
- Safety
- Security & Crowd Control
- Traffic & Parking
- Weather

Planning Process

The use of CEMS for campus events has a significant advantage over the usual ICS system implementation for emergencies. **Usually, campus events can be planned well in advance**, vs "*on the fly*" as disasters and other emergencies often have no warning.

It is a good practice for campus events to have a required minimum planning period commensurate with the complexity and perhaps size of the event.

1. **Event Action Plan (EAP)**

   Plans in **CEMS** develops an **Event Action Plan.** An **Event Action Plan** is a written, comprehensive schedule for the event with appropriate detail including:

   - ✓ What is to be done?
   - ✓ Where will it be done?
   - ✓ When will it be done?
   - ✓ Who is responsible to do it?
   - ✓ How will we communicate?

✓ What are the safety concerns and guidelines?
✓ What is the procedure if someone is injured?
✓ What are the environmental conditions?

Event Management contributes, approves and authorizes the **Event Action Plan**. Other event functions as delegated contribute to the development of the **Event Action Plan**.

It is a good practice for each campus event to have a written comprehensive Event Action Plan approved by the campus.

An **Event Action Plan** may begin at the initial event request or at the first commitment of Resources for an event and include: Pre-Event, During Event and Post Event activities.

Event Periods

Operational Period - In emergencies, ICS activity is planned for an **Operational Period**, usually the next 12 to 24 hours, with the expectation that the emergency response may be ongoing for several days or weeks or months in the case of a major earthquake, hurricane or wildfire.

For a Campus Event, an **Operational Period** is more likely to be from the beginning of the event to the end, from a "Participant" point of view (Opening to Closing). For example: a Commencement Ceremony, Athletic competition, Outdoor Concert. This might be some portion of a day or a weekend open house, week long sports camp or professional conference.

There are two accompanying periods of perhaps intense activity for events:

Mobilization Period (Pre-Event) - This may begin with the initial idea of an event or simply with the first physical "set up" of **Resources** for the event (depending on how CEMS is implemented).   This is the "Getting Ready" period, before the event begins.

Demobilization Period (Post Event) - This begins at the end of event "participation" and ends with all **Resources** being "returned", contractual and financial transactions completed and the **After-Event Report** is completed.

2. **Monitoring the Event and Communicating to Event Management**

The focus of **Plans** during the event includes:

- Situation observation and analysis:
  - As Planned, Not as Planned, Corrective Action Needed
- Resources status and documentation:
  - Engaged, Condition, Available
- Projection of situation and resources:
  - What may happen?
  - What resources may be needed?
  - What resources may be released?

3. After Event Report (AER)

The end of any event can often be hectic both to conclude efforts for event and very likely prepare for the next event or jump into an event that has already begun. Before the insights gained and the lessons learned are lost however, a timely review and evaluation of the event can preserve important facts and identify critical improvements needed in event management. Perhaps most importantly, an **After-Event Report** can answer the future questions: "Have we ever done this before?" "What was the outcome?" Both questions apply to the host campus and another campus calling for a reference. (**aka: ICS After Action Report**)

An **After-Event Report** might include:

Event Information
- Name of event, Host
- Date, Facility, Attendance

Overview of event activities
- Narrative, Incidents summary, Accidents (injury/damage) summary

Event Strengths
Areas of Improvement
Recommendations
Conclusion and Next Steps

Event Management should approve the report and may share the report or summaries of reports with the **Policy Group**.

It is a good practice for a campus to evaluate each campus event in writing.

Logistics

Event Management is responsible for all event **Logistics** functions necessary until the function is delegated and staff assigned.

As with all ICS/NIMS based systems, the organization is scalable and need not be any larger nor more complex than needed to accomplish the event objectives.

The **Logistics** function provides the **Resources** for the Event. This includes:

- o **Services** to the event functions, for assigned personnel – communication, medical, & food & water.

- o **Support** for the event functions - facilities, vehicles, equipment, materials/supplies, & service providers

As the **Logistics** function is delegated and staff assigned, the person responsible for **Logistics** has the authority and responsibility to delegate functions within the **Logistics** function and assign staff to those functions per the **Event Action Plan** approved by **Event Management.**

The chart below shows a typical ICS/NIMS model structure for **Logistics** function for a larger event, which may also be helpful for multiple events. Different sizes and complexity of events will need specific organizational structures for their purposes – **CEMS** is a flexible organizational system.
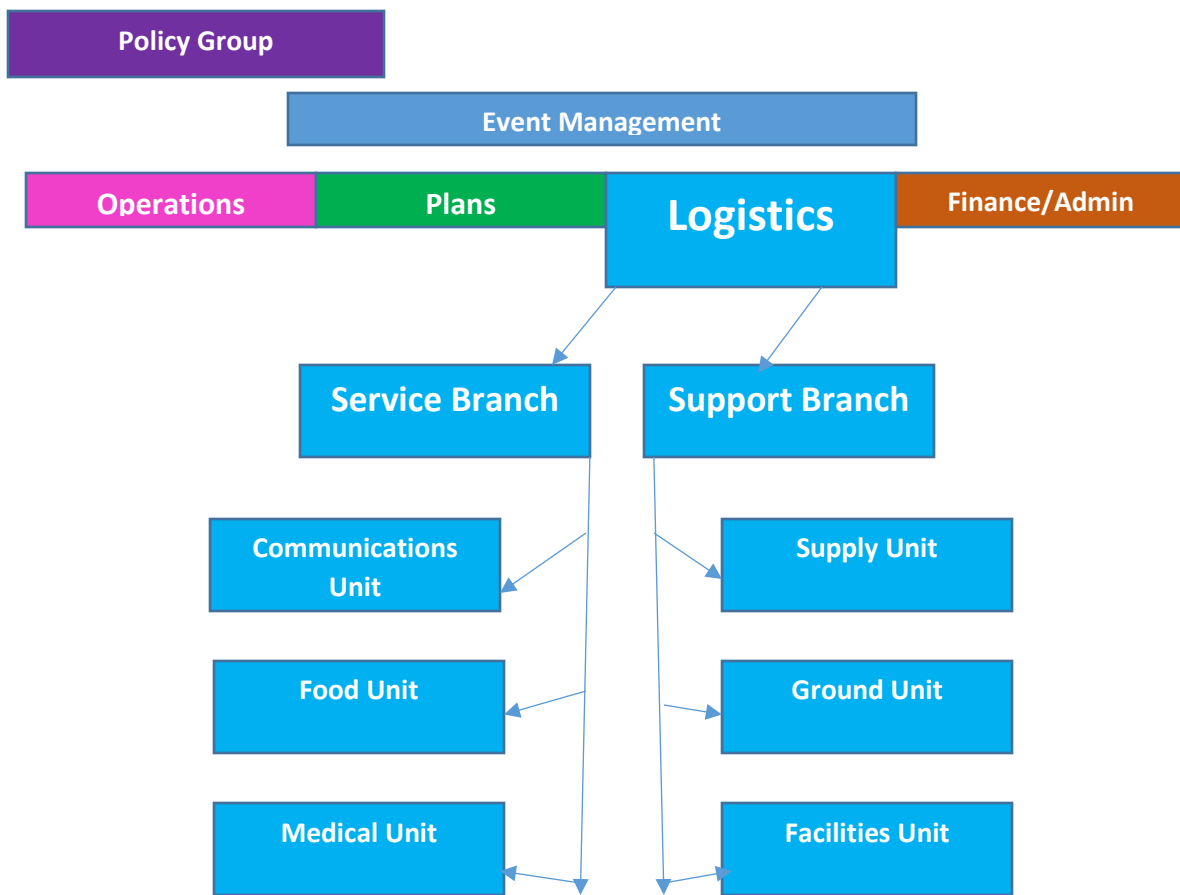
In ICS/NIMS organizations the position responsible for **Logistics** is often "titled" Logistics Chief. In a **CEMS** organization and appropriate title might be Logistics Director or Coordinator.

For a small event, the assigned **Logistics** "Chief" might only need several individual **Resources** in order to perform necessary logistics functions. For larger and more complex event, it may be necessary to assign **Resources** to **Units** and **Units** to **Branches.** Branches usually have Directors and Units have Leaders.

LOGISTICS BRANCHES AND UNITS

SERVICE BRANCH UNITS

COMMUNICATIONS
Planning and providing equipment and dispatch services as needed for communications within the event organization.

MEDICAL
Planning and providing appropriate medical services for event personnel. (First aid services for event participants provided by **Operations**)

FOOD

Planning and providing food and **WATER** to event personnel as needed.

SUPPORT BRANCH UNITS

FACILITIES

Planning and providing event facilities including those necessary for event functions such as management, communications, medical, food, equipment, materials and supplies. Provides facility maintenance, sanitation, cleanup, lighting, and security services.

GROUND

Planning and providing ground transportation and parking as needed for event **Resources.**

SUPPLY

Planning and providing equipment, materials, personnel, services and supplies needed to support event. All **Resource** orders are placed through **Supply Unit.**

Finance & Administration

Event Management is responsible for all event **Finance and Administration** functions necessary for the event until the function is delegated and staff assigned.

As with all ICS/NIMS based systems, the organization is scalable and need not be any larger or complex than is needed to accomplish the objectives of the event.

The **Finance/Administration** function provides event specific financial management, including:

- o Negotiation, administration and monitoring of agreements and contracts, procurement of materials and supplies
- o Time keeping for **Resources**
- o Budgeting and cost analysis
- o Compensation for injury and/or damage to property

As the **Finance/Admin** function is delegated and staff assigned, the person responsible for **Finance/Admin** has the authority and responsibility to delegate functions within the **Finance/Admin** function and assign staff to those functions per the **Event Action Plan** approved by **Event Management.**

The traditional **ICS Finance/Admin** Units are titled: Procurement, Time, Cost and Compensation/Claims. This structure is provided as an example. CEMS is a flexible organizational system and Units can be added as functions are identified and delegated.
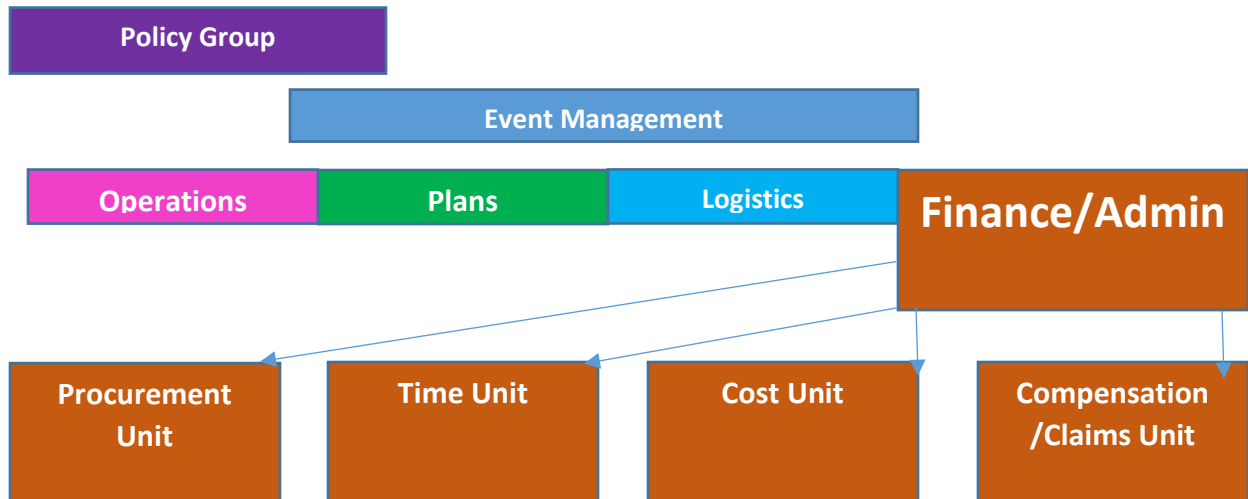
In ICS/NIMS organizations the position responsible for Finance/Administration is often "titled" Finance/Admin. Chief. In a **CEMS** organization and appropriate title might be Finance/Admin. Director or Coordinator.

For a small event, the assigned **Finance/Administration** "Chief" might only need several individual **Resources** for the event. For larger and more complex event, it may be necessary to assign **Resources** to **Units**, each with a **Leader.**

FINANCE AND ADMINISTRATION UNITS

PROCUREMENT
> Administering all financial matters pertaining to contracts, leases, insurance, fiscal agreements and purchasing of materials and supplies

TIME
> Responsible for Event **Resources** time recording

COST
> Provide costs estimates, collect and record all cost data, perform cost effectiveness analysis, and develop event cost summaries

COMPENSATION/CLAIMS
> Responsible for overall management and direction of all administrative matters pertaining to compensation for injury related and claims related activities kept for event

Appendix A
Chapter 6 – University Regulations for Events

EXECUTIVE ORDERS & ADMINISTRATIVE POLICIES

<u>EXECUTIVE ORDERS</u>

Executive Order 669   **Leases**

- **Responsibility –** campus as lessee, lessor

Executive Order 842   **Competitive Bidding of Goods and Services**

- **See ICSUAM 5000 Contracts and Procurement**

Executive Order 926   **The California State University Board of Trustees Policy on Disability Support and Accommodations**

- **Policy Statement –** programs, services and activities accessible to students, faculty, staff and the general public who visit or attend a campus – sponsored event
- **Business and Finance -** physical access, parking and transportation
- **Human Resources –** reasonable accommodation

Executive Order 930   **CSU Drug-Free Workplace Policy**

- **Workplace free from unlawful manufacture, possession, distribution, dispensation or use of controlled substances**
- **Applies to CSU Employees**

Executive Order 943   **Policy on University Health Services**

- **Standards for Health Care Facilities Services**
- **First Aid –** all persons on the campus or at activities on the campus during Normal Operating Hours and Qualified Health Care Provider available and in attendance

Executive Order 966   **Alcohol Sales and Advertising Policy**

- **Prohibits sale –** athletic events, owned operated facilities, exceptions for existing contracts
- **Permits Advertising –** not encourage abuse or emphasize quantity and frequency of use, detailed specifics

Executive Order 987

Policy Statement on Energy Conservation, Sustainable Building Practices, and Physical Plant Management for the California State University

- **Energy Conservation Goal**
- **Physical Plant Management** – electricity, gas, temperatures, air flows, lighting, water

Executive Order 1000

Delegation of Fiscal Authority and Responsibility

- **Summary of CSU Fund Categories and Types**

Executive order 1014

California State University Business Continuity Program

- **Definitions –** "*Essential Function*"
- **Procedures –** Business Impact Analysis and Risk Assessment

Executive Order 1027

Systemwide Records/Information Retention and Disposition Schedules Implementation

- **Record/Information**
- **Value –** Vital Records
- www.calstate.edu/recordsretention/

Executive Order 1039

California State University – Occupational Health & Safety Policy

- **Introduction**
- **Requirements –** Employees & Students

Executive Order 1051

California State University Use of Approved Waiver of Liability

- **"…integral instrument to promote safety and mitigate liability…"**
- **See RM 2011-01 Technical Letter re: Liability Waivers Handbook**

Executive Order 1056

California State University Emergency Management Program

- **Purpose**
- **Emergency Management Program**
- **Responsibility #7**
(Continually Communicate plan to Campus Community)

Executive Order 1059   **Utilization of Campus Auxiliary Organizations**

- **Campus Oversight of Auxiliary Organizations**
- **Campus Utilization of Auxiliary Organizations**
- **Administration of Funds**

Executive Order 1068   **Student Activities**

- **Student Organizations**
- **Club Advisors**
- **Training/Orientation**
- **Standards for Student Conduct**
(CCR, Title 5, 41301)

Executive Order 1069   **Risk Management and Public Safety**

- **Risk Management Programmatic**
- **Responsibilities**
- **See RM Technical Letters 2011-05 and 2012-01** (listed below)

Executive Order 1083   **Mandatory Reporting of Child Abuse and Neglect**

- **Reporting**
- **Training**

Executive Order 1087   **California State University Risk Management Authority (CSURMA)**

- **Introduction**
- **Risk Pooling**

Executive Order 1095   **Systemwide Sex Discrimination, Sexual Harassment, Sexual Misconduct, Dating and Domestic Violence, and Stalking Policy.**

- **Confidentiality and Duty to Report**
- **Procedures & Rights and Options**
- **Myths and Facts about Sexual Misconduct**

Executive Order 1097

and 1096	**Systemwide *Policy* Prohibiting Discrimination, Harassment and Retaliation, Sexual Misconduct, Dating and Domestic Violence, and Stalking against:**

1097 <u>Students</u>

1096 <u>Employees and Third Parties</u>

and Systemwide *Procedure* for Addressing Such Complaints.

- **Definitions, Prohibitions, Procedures**
- **Reasonable Accommodations**
- **Duty to Report - Employee**

Executive Order 1103   **Systemwide Multi-campus Centers, Institutes and Affinity Groups**

- Requirements for approval of multi-campus Centers, Institutes and Affinity Groups as CSU programs

Executive Order 1104   **Campus Reporting of Fiscal Improprieties**

- Accepting or seeking anything of material value from contractors, vendors or other persons providing services or materials to CSU
- Misappropriation of funds, supplies or other CSU assets, including employee time

Executive Order 1105   **Campus Prohibition on Smoking**

POLICIES

Policy Number: 1201.00   **Intercollegiate Athletics Administration**

- **Game Expenses** – Specific game expenses should not use CSU Operating Funds, external security services
- **Health Care Facilities and Personnel** – Health services for athletic program (spectators?)
- **Personnel/Payroll** – Background checks for staff at sport camps/clinics

Policy Number 1301.00   **Hospitality, Payment or Reimbursement of Expenses**

- **Hospitality** – Provision of meals, or light refreshments, entertainment services, promotional items, gifts awards and service recognition – benefit accruing to the CSU
- **Allowable Expenditures and Occasions** Active conduct of official CSU business, no personal benefit derived by the official host or other employee, best use of public funds.
- **Funding Sources for Payment of Hospitality Expenses**

Policy Number 3552.01   **Cost Allocation / Reimbursement Plans for the CSU Operating Fund**

- **Policy Objective** – Costs incurred by CSU Operating Fund for services, products, and facilities provided to CSU enterprise programs/activity/funds, auxiliary organizations and entities external to the university are properly and consistently recovered with cash and/or a documented exchange of value
- **Elements of a University Cost Allocation/Reimbursement Plan** – Direct and indirect costs, exchange of value

Policy Number 5102.00   **Delegation to the Campus Presidents**

- **Authority to purchase, sell, lease, or license personal property and services**
- **Authority to lease real property**

Policy Number 5206.00   **Limits on Competition**

- **Exceptions to Competition Requirements –** Public entertainment contracts, contracts for conference or meeting facilities, real property rentals or leases.

Policy Number 5209.00	**Emergency Transactions**

- Immediate threat to public health, welfare or safety or damage to state property.

Policy Number 5240.00	**Standard Contracting Forms**

- Regulatory compliance

Policy Number 5400.00	**Procurement of Services**

- **Policy Statement** - Service Agreements, Independent Contractor and Consulting Services, Equipment Rental or lease agreements, Service Orders

Policy Number 5401.00	**Solicitation Thresholds for Services**

- **Policy Statement –** Acquisitions less than $50,000

Policy Number 5401.00	**Formal Solicitation for Services**

- **Policy Statement** – Requirements & exceptions

Policy Number 5406.00	**Service Orders**

- **Policy Statement** – Obtaining services on a less formal basis

Policy Number 5604.00	**Services Provided by the CSU**

- **Policy Statement** – Competition, costs, value

Policy Number 5706.00	**Services Provided by Campus Auxiliary Organizations**

- **Policy Statement** – Contracting with Auxiliaries for services

Policy **Section** 13000	**Auxiliary Organizations Administration**

- **Functions of Auxiliary Organizations** – Campus services, competitive bidding exemption

Policy Number 13680.00   **Placement and Control of Receipts for Camus Activities and Programs**

- **Ownership and Accountability for Campus Activities and Programs**
- **Rental Receipts –** Lease, License
- **Campus Events –** Receipts

Policy Number 15701.00   **Fund Raising Events**

- **Policy Objective** – Federal, State & Local Law requirements, reasonable costs, due diligence and reporting requirements
- **Controlled Games –** Definition and requirements
- **Raffles –** Definition and requirements
- **Auctions –** Definitions and requirements

Appendix B
Chapter 7 – External Regulations and Events

Federal

Food Allergy & Anaphylaxis Management Act

Guidelines for managing food allergies and anaphylaxis (employees, students, guests, visitors), policy, procedures, implementation.

http://www.foodallergy.org/resources/colleges-universities

State

Constitution of the State of California

Article XX   Miscellaneous Subjects

22. Alcoholic beverage control

The State of California, subject to the internal revenue laws of the United States, shall have the exclusive right and power to license and regulate the manufacture, sale, purchase, possession and transportation of alcoholic beverages within the State, and subject to the laws of the United States regulating commerce between foreign nations and among the states shall have the exclusive right and power to regulate the importation into and exportation from the State, of alcoholic beverages. In the exercise of these rights and powers, the Legislature shall not constitute the State or any agency thereof a manufacturer or seller of alcoholic beverages.

The California State University (and its campuses) may not be licensed to sell or serve alcoholic beverages. The university may contract for alcoholic sales and services with CSU Auxiliary organizations and/or private companies which have obtained necessary licenses from the California Department of Alcoholic Beverage Control.

California Alcoholic Beverage Control Act

California's Department of Alcoholic Beverage Control (ABC) enforces the state's voluminous and exquisitely detailed liquor laws, contained in the Alcoholic Beverage Control Act. Any establishment in California involved with alcohol must have a license or permit from the ABC.

Special Events

Special Event Permits, Special Daily Licenses, Model Management Policies, Licensee Education on Alcohol and Drugs (L.E.A.D.) and Responsible Beverage Service (R.B.S.).

http://www.abc.ca.gov/index.html

California Board of Equalization

The Board of Equalization administers sales and use taxes, property taxes, and "special taxes and fees"—i.e., environmental protection fees, cigarette and alcoholic beverage taxes, and gas taxes. There are several taxes within each category.

Operators of Swap Meets, Flea Markets, or Special Events

Operators, Seller's Permit, Occasional Sellers

https://www.boe.ca.gov/formspubs/pub111/

California Fire Code

Definitions

Aisle, Alarm Notification Appliance, **Assembly,** Corridor**,** Decorative Materials, Emergency Voice/Alarm Communications, **Exit**, Fire Watch, Grandstand, **Means of Egress**, Membrane Structure, Occupancy Classification, **Occupant Load**, Overcrowding, Panic Hardware, Recreational Fire, State Owned/Leased Building

General Requirements

Fire Hazard, Housekeeping, Open Flame

Emergency Planning and Preparedness

Public Assemblages and Events, Fire Safety and Evacuation Plans, Employee Training and Response Procedures, Use and Occupancy-Related Requirements

Means of Egress

Occupant Load, Maintenance of the Means of Egress, Access to a public way

Tents & Other Membrane Structures

Temporary Tents and Membrane Structures, Temporary and Permanent Tents and Membrane Structures

Temporary Haunted Houses, Ghost Walks and Similar Amusement Uses

General, Definitions, General Requirements

(See also in Resources & References)

http://codes.iccsafe.org/app/book/toc/2013/2013%20California/13Fire/index.html

California Building Code,

Means of Egress

(Interior and Exterior "contained" Areas)

Occupant Load

Areas without fixed seating, Increased occupant load

Means of Egress Sizing

Other Egress Components, Distribution of egress capacity

Exit and Exit Access Doorways

Three or more exits or exit access doorways, Exit or exit access doorway arrangement

http://codes.iccsafe.org/app/book/toc/2015/CALIFORNIA/2013%20CALIFORNIA%20BUILDING%20CODE%20VOL%201,%20SUPPLEMENT%20JULY%202015/index.html

International Code Council

300-2012 Standards for Bleachers, Folding and Telescopic Seating, and Grandstands

Fire Protection

Emergency Voice Alarm Systems

Egress

Occupant Load, General Means of Egress

http://codes.iccsafe.org/app/book/toc/ICC%20Standards/ICC_300-2012_Bleachers/index.html

California Public Safety Codes

Title 19 California Code of Regulations

Division 1. State Fire Marshall

General Fire and Panic Safety Standards

Alternate Means of Protection, General Provisions, Bonding of Chairs and Spacing of Tables, Decorative Materials, Exits, Aisles, Ramps, Corridors and Passageways, Overcrowding

https://govt.westlaw.com/calregs/Browse/Home/California/CaliforniaCodeofRegulations?guid=I58E13FD0D45111DEA95CA4428EC25FA0&originationContext=documenttoc&transitionType=Default&contextData=(sc.Default)

California Health and Safety Code

Fireworks 12500-12728

General Provisions and Definitions

Dangerous Fireworks, Exempt Fireworks, License, Permit, Public Display, Pyrotechnic Device, Pyrotechnic Operator, Special Effects

Licenses

Public Display Licenses, Pyrotechnic Operator License

Issuance, Revocation and Renewal

Liability Insurance for public display of fireworks, Certificate of Insurance

California Code of Regulations, Title 19, Division 1,

Fireworks, Chapter 6.

Licenses

License Fees

Public Display

Insurance

https://govt.westlaw.com/calregs/Browse/Home/California/CaliforniaCodeofRegulations?guid=I197490D0D45211DEA95CA4428EC25FA0&originationContext=documenttoc&transitionType=Default&contextData=(sc.Default)

California Health and Safety Code

Division 13, Part 2.4, Camps

Regulation of Camps by State Agencies

http://www.leginfo.ca.gov/cgi-bin/displaycode?section=hsc&group=18001-19000&file=18897-18897.7

California Code of Regulations

Title 17, Division 1, Chapter 5, Subchapter 6. Organized Camps

General

Notice of Intention to Operate, Requirements for Camps,

Food Service Facilities and Operations

Supervision

Health, General and Safety Supervision, Emergency Plan

https://govt.westlaw.com/calregs/Browse/Home/California/CaliforniaCodeofRegulations?guid=I0C17B910D60711DE88AEDDE29ED1DC0A&originationContext=documenttoc&transitionType=Default&contextData=(sc.Default)

California Health and Safety Code

California Retail Food Code - EXERPTS

General Provisions - Chapter 1

Definition of Terms

General Food Safety Requirements – Chapter 4

Protection from contamination, Time Temperature Relationships, Food from Approved Sources

Mobile Food Facilities

114294. All mobile food facilities and mobile support units shall meet the applicable requirements in Chapter 1 (commencing with Section 113700) to Chapter 8 (commencing with Section 114250), inclusive, Chapter 12.6 (commencing with Section 114377), and Chapter 13 (commencing with Section 114380), unless specifically exempted from any of these provisions as provided in this chapter.

Temporary Food Facilities

114335. (b) Temporary food facilities that operate at a community event shall meet the applicable requirements in Chapter 1 (commencing with Section 113700) to Chapter 8 (commencing with Section 114250), inclusive, Chapter 12.6 (commencing with Section 114377), and Chapter 13 (commencing with Section 114380), unless specifically exempted from any of these provisions.

Compliance and Enforcement

114387. Any person who operates a food facility shall obtain all necessary permits to conduct business, including but not limited to, a permit issued by the enforcement agency.

Enforcement Agencies are generally the County or City/County Environmental Health agency/department.

https://www.cdph.ca.gov/services/Documents/fdbRFC.pdf

Environmental Safety – EXERPTS

Miscellaneous Requirements

Common Drinking Cups, Common Towels, Public Restrooms

http://www.leginfo.ca.gov/cgi-bin/calawquery?codesection=hsc

California Department of Public Health

Food Safety Program

Fact Sheets

Safe Food Handling Practices

Resources

Food Safety Training

https://www.cdph.ca.gov/programs/Pages/FDB%20Food%20Safety%20Program.aspx

Appendix C
Event Glossary

KEY TERMS IN EVENT MANAGEMENT

Academic Program: Narrow, traditional instruction

Academic Term: Semesters (usually 15 weeks, 3 per academic year) or Quarters (usually 10 weeks, 4 per academic year)

Academic Year: July 1 – June 30; see Fiscal Year

Accepted Practices Exchange (APEX): An initiative of the meetings, conventions, exhibitions industry managed by the Convention Industry Council (CIC) to develop and manage the implementation of accepted practices (voluntary standards) for the industry.

Auxiliary: Authorized California State University Auxiliary Organization, e.g.:
> Associated Students
> Student/University Union
> Recreation Center
> University Corporation/Foundation
> Research Foundation
> Athletic Foundation
>
> Check directory for AORMA - Examples

Campus: University and Auxiliaries facilities, operations and resources at established location(s). For Example: XX State University, XX Associated Students, XX Corporation, XX Foundation, XX University Union, XX Athletics, XX Recreation, etc.

Campus Event Management Team: A collaborative group of campus facility and service representatives who work together to manage campus events.

Campus Experience: The campus designed and preferred experience for visitors, guest, event attendees, students, parents, alumni, donors, faculty, staff, and volunteers.

Campus Event: An event on the campus or for the campus at an off campus site.

Campus Event Experience: The goal/objective of the event that encompasses the desired outcome for event participants.

Campus Event Management System: CEMS – Modification of National Incident Management System/Incident Command System to manage campus events and interface with external resources.

Campus Participants: Currently enrolled students, employees, and University Volunteers.

Conference and Events Program (CEP): Council for the Advancement of Standards in Higher Education (CAS) terminology, program description that address a broad range of organizing, hosting, and logistical service needs. Services provided to a variety of constituents include program planning; managing conference centers; developing conferences in conjunction with faculty and staff members; providing services and support for summer youth camps; coordinating guest services and special celebrations; scheduling facilities; and organizing donor events, inaugurations, groundbreakings, commencements, homecomings, parents weekends, and other traditional gatherings."

Council for the Advancement of Standards in Higher Education (CAS): A consortium of professional associations in higher education that promotes the use of its professional standards for the development, assessment, and improvement of quality student learning, programs and services. Standards are developed through the voluntary efforts of leaders of professional associations in higher education. The purpose of the standards and guidelines is to identify criteria and principles by which institutions may choose to assess and enhance various areas of their academic, administrative, or student affairs programs and services.

CSU Insurance Guidelines: CSU Technical Letter Code: RM 2012-01   June 01, 2012 California State University Insurance Requirements

CSU Risk Identification and Evaluation: CSU Technical Letter Code: RM 2012-01   June 01, 2012   California State University Insurance Requirements

Deductible: A deductible is the amount of a loss that an insured has agreed to pay before an insurance contract or program pays for a loss. Often the larger the deductible, the less the fee for the insurance and the higher the incentive for the insured to successfully control risks.

Documentation:

> **Application**
> **Contract**
> **Event Action Plan**
> **Event Incident Reports**
> **Resource Logs**

Event: Activity composed of several different yet related functions,
- multiple facilities and/or services;

- extended period of time;
- off campus participants;
- large event;
- Invitation/gathering by design;
- More than a single routine meeting;
- Organized occasion – meeting, convention, exhibition, special event, gala dinner; and
- Conference, Performance, Competition, etc.

Event Action Plan (EAP): Written plan for event including: Primary Elements: 1) What do we want to do? 2) Who is responsible for doing it? 3) How do we communicate with each other? 4) What is the procedure if someone is injured?

Event Incident Report: Written report of incident by event staff.

Event Objectives:
Priority for Event Objectives include:
 #1 Life Safety,
#2 Event Stabilization,
#3 Property/Environmental Preservation
Continuity
Success

Event Organizer: Host Representative

Event (conference/convention) **Services Manager**:
- Responsible for Event **Operations** at all levels

- Primary Contact Person assigned to an event in a hotel or convention center or campus (representing all facilities and services)

Executive Policy Group: ICS for Higher Education – President, Provost, Vice Presidents, Auxiliary and Program Directors, etc. for **CAMPUS.**

Extramural: between Institutions

Facility: Building, Room within, Athletic Field, Stadium, etc.

FEMA: Federal Emergency Management Agency

Fiscal Year: July 1 – June 30

Food Services: Vending machines, take out, sack lunches, catered, professional preparation and informal provision of food and/or beverage items for consumption

Guest: Participant in a campus event.

Host:
- An organization, association, corporate body, city, country or other such party that initiates an event to take place within or under its jurisdiction and its financial responsibility;
- A campus department, office, organization or program that initiates an event on or for the campus; or
- An individual or organization that issues an invitation for persons to attend an event.

Incident: An injury, an altercation between persons, damage to a facility or equipment.

Incident Action Plan (IAP): ICS Terminology. See: **EVENT ACTION PLAN (EAP)**

Interscholastic: Athletic competitions between institutions, under rules established by athletic association such as National Collegiate Athletic Association (NCAA).

Mitigation: The action of reducing the severity, seriousness, or painfulness of something. The elimination or reduction of the frequency, magnitude or severity of exposure to risks, or minimization for the potential impact of a threat or warning.

Non-Profit: Entity with a tax ID incorporated as a non-profit (not-for-profit) organization

OES: Governor's Office of Emergency Services (California).

Off-Campus: Property not "owned" by the campus – Campus event held at off campus location/venue.

On-Campus: University "owned" property (part of the central campus or at a different location). Campus Event held at campus site, central campus or land/facility under control of campus.

Operational Period: (ICS Terminology) Usually a 12 – 24 hour period, may be multiple consecutive Operational Periods for an Event, encompassing initial set up – final billing/evaluation.

Orientation: Beginning of Academic year – usually Fall, also beginning of Academic term for new admits and transfers.

Participant: In an event – attendees, performers, VIPs, etc.

Participant Incident Report: Written report of an incident by a participant in an event.

Planned Situation: ICS Terminology – See **EVENT**

Private Entity: Corporation, LLC, Individual

Program Management: University Administrative "Unit" such as Academic Affairs, Administrative and/or Business Affairs, Student Affairs, Advancement and/or University Relations, Specific College or School, Auxiliary, etc. (Campus Programs)

Public Agency / Entity: Government agency, community agency

Resource: Broad term – ICS Terminology – Personnel, Facilities, Equipment, Staff, Athletics Supplies, Services engaged in the campus event or campus event public relations.

Risk: The *potential* for gaining or losing something of value.

Risk Rating: Likelihood of a Loss times Consequence of that Loss from the Risk Analysis Matrix.

Services:

> Direct: provided by campus employees and/or volunteers

> Indirect: contract for services from external agencies

Signature Event: e.g. Commencement, Orientation, Open House, Poly Royal, Pioneer Days**,** may or may not include specific characteristics and/or branding of the campus, often an "entire" campus event either in scope or focus.

Situation: ICS terminology, overall event conditions.

Sponsor: An individual or entity that assumes all or part of the financial responsibility for an event (underwriting all or part of the cost).

Stake Holders: Supervisors: Event Management Directors, Coordinators**,** Event Operations "Chiefs", Event Plans, Chief, Event Logistics, Chief, Event Finance & Administration Chief, Division, Branch, Group, Team Leaders, Unit Leaders.

Tenant-User: "label" of an entity using campus property and purchasing insurance through the Special Events Insurance Program offered through Alliant Insurance Services.

Traditional Classroom/Laboratory Instruction: Academic Program

Traffic: Vehicles (gas, diesel, electric), Foot Traffic, Bicycles, etc.

Uncommon Event: Frequent causes of events not meeting their objectives and/or experience losses, and or failure:

> First Time and/or One Time event

Inexperienced Hosts & Organizers
Complex and/or Hazardous Activities
Temporary Site and/or Services
Large and/or Mixed Crowds
Unanticipated Last Minute Decisions

University: California State University

Venue: The primary location (physical site) for an event.

Value: Human, Property, Program, Finance/Resources, Reputation, Freedom from Liability, Goodwill, Opportunity

References:

Convention Industry Council (CIC) Industry Glossary, 2016 Edition

The International Dictionary of Event Management, Second Edition, Approved by the International Special Events Society (ISES)

Appendix D
Resources & References

Professional Associations: Certifications and Resources

Association of Collegiate Conference and Events Directors – International (ACCED-I)

Regional Groups

Improve, promote and recognize excellence in the collegiate conference and events industry.

Individual $375, Institutional $850

Annual Conference, Regional Conferences, Educational Forums, eLearning, Telephone based facilitated discussions.

Statement of Ethics
(References: Council for the Advancement of Standards in Higher Education (CAS) Standards and Guidelines: The Role of Conference and Event Programs.)

Institutional Certification: **One Stop Shop** $150/year member institutions, application process

Individual Certification: **Collegiate Conference & Events Professional (CCEP)** - $375 Applicant and Program Requirements

www.acced-i.org   **info@acced-i.org**

2900 South College Avenue, Suite 3B, Fort Collins CO 80525
970-449-4960

Academic Event Professionals (AEP)

Provide a forum for sharing best practices and exchanging ideas to help develop and hone professional event skills in an educational environment.

Annual Conference, Annual coordination with The Special Event Show designating "AEP Approved" sessions (AEP@TSE)

Conference Session Downloads, Mailing List,

www.aep-edu.com   **info@aep-edu.com**

c/o The Special Event Company, P.O. Box 4575, Cary, NC 27519
919-459-8777

Convention Industry Council (CIC)

Strengthen the value and sustainability of our members, support the premier credential for the meeting professional, and provide a vibrant, collaborative platform to address critical issues to ensure a thriving events industry.

Organizational: qualifications, annual dues based upon revenue (under $1 Million $1,960.)

Certified Meeting Professional International Standards

Accepted Practices Exchange/ATSM Environmental Sustainable Meeting Standards (ATSM – American Society for Testing and Materials)

Green Meeting Industry Council (GMIC) http://www.gmicglobal.org/

Continuing Education, Webinars, CMP Conclave, Industry Glossary, Publications

Certified Meeting Professional - employment qualifications and continuing education, Exam Fee $450

www.conventionindustry.org

700 N. Fairfax Street, Suite 510, Alexandria, VA 22314
(571) 527-3116

Event Safety Alliance (ESA)

Dedicated to promoting "life safety first" throughout all phases of event production and execution. We strive to eliminate the knowledge barrier that often contributes to unsafe conditions and behaviors through the promotion

and teaching of good practices and the development of training and planning resources.

Individual Professional Membership, $75/Annual, Copy of Guide and 15% discount on events and merchandise

The Event Safety Guide, Annual Event Safety Summit, Event Safety Access Training, Severe Weather Summit, "Event Safety Insights" e-magazine

www.eventsafetyalliance.org   info@eventsafetyalliance.org

8776 E. Shea Blvd., Suite 106-510 Scottsdale, AZ 85260
(866) 248-9933

International Association of Venue Managers (IAVM)

Regions and Chapters

Individual Membership, Annual Dues $470 + New Member Initiation Fee $150

IAVM Code of Ethics
Venue Professional Competency Standards

VenueConnect Annual Conference, Webinars, VenueNet Discussion Forum, "Facilities Manager" magazine and weekly e-news, Benchmarking Data, Life Safety Programs, Public Assembly Venue Management, The IAVM Blueprint: Event Management

Certified Venue Professional – qualifications, $125 application fee.
Certified Facilities Executive – qualifications, $150 application fee.

635 Fritz Drive, Suite 100, Coppell, TX 75019-4442
 800.935.4226 or 972.906.7441

International Festivals & Events Association (IFEA)

Providing a common home for students, faculty and institutions around the world who share a festival and event management focus and a common goal of preparing future industry leaders; a forum for important industry-related research and discussions; and an effective junction of the academic and professional pathways of our industry.

Global Affiliates, Regional Organizations

Organization Membership (February Special $150. + $50 Administration Fee) Renewal rates $275 - $1,000 based upon business volume.

IFEA Industry Code of Professional Conduct and Ethics

Annual convention, Webinars, Event Management School (in conjunction with National Recreation and Park Association), consulting services

Certified Festival and Event Executive (CFEE) – qualifications, $450 enrollment and assessment fee, course fees $175 - $500

www.ifea.com

2603 W. Eastover Terrace, Boise, ID 83706
208-433-0950

International Live Events Association (ILEA)

In order to ensure a thriving global creative events profession, ILEA Provides members and stakeholders:

- Collaborative networking
- Education and professional development
- Inspiration
- Outward awareness and credibility

Chapters

Corporate or Individual $499, Non-Profit $399.

ILEA Principles of Professional Conduct and Ethics
ILEA Core Curriculum

Annual Conference (The Special Event Show), Training, Newsletter

Certified Special Events Professional (CSEP) – qualifications, Registration and Exam Fee $600.

www.ileahub.com   **info@ileahub.com**

330 N. Wabash Avenue Suite 2000 Chicago, Illinois 60611 USA 800.688.4737 or 312.321.6853

Meeting Professionals International (MPI)

Provides innovative and relevant education, networking opportunities and business exchanges, and acts as a prominent voice for the promotion and growth of the industry.

Chapters

Individual Membership: Essential $279, Preferred $355, Premier $449.

MPI Academy, Library, On-Demand Education, Experiential Event Series, World Education Congress, PYM (Plan Your Meetings)

MPI Basics Boot Camp: Meeting Fundamentals Certificate
Certificate in Meeting Management
MPI Sustainable Meeting Professional Certificate

www.mpiweb.org   **feedback@mpiweb.org**

2711 Lyndon B. Johnson Freeway, Suite 600 Dallas, Texas 75234-7349 972-702-3000

National Center for Spectator Sports Safety and Security (NCS4)

Through quality training, research, technology assessments, certifications, and professional development, NCS4 provides the knowledge and expertise needed for professional leagues, intercollegiate and interscholastic athletics, marathons/endurance events, private sector firms, and governmental agencies to protect spectators and other key assets.

Corporate, Team, Individual, Faculty and Student membership $595 - $25

National Sport Safety and Security Conference and Exhibition, Safety and Security Summits: Professional Sports Facilities, Interscholastic Athletics and After School Activities, Intercollegiate, Marathon, National Sports; Training, Newsletter, Journal of Sports Safety

Intercollegiate Athletics Safety and Security Best Practices Guide
Professional Sport Facilities Safety and Security Best Practices Guide

Training and Certification

Certified Sports Security Professional (CSSP)
Certified Sport Venue Staff (CSVS)
Sports Event Security Aware (SESA) Designation

http://www.ncs4.com

118 College Drive #5193, Hattiesburg, MS 39406   601-266-6183

North American Association of Commencement Officers (NAACO)

Provide a community structure for commencement professionals to exchange ideas, share traditions, explore new opportunities and connect with colleagues from around the world who share the monumental responsibility of producing commencement.

Regions

Institution - $350

Annual Conference, Regional Meetings and Events, Conference Archives

www.naaco.co   **info@naaco.org**

191 Clarksville Road Princeton Junction, NJ 08550
877-622-2606

Professional Convention Management Association (PCMA)

Deliver superior and innovative education and promote the value of professional convention management.

Chapters

Professional $360, Supplier $485

Education Conference, Convening Leaders, PCMA On Demand, Webinars, Library, Training

PCMA CMP (Professional Convention Management Association Certified Meeting Planner) On-Line Course: Member $399, Non-Member 499.

www.pcma.org   **email@pcma.org**

35 East Wacker Drive, Suite 500, Chicago, IL 60601

877.827.7262 (toll-free) 312.423.7262

Professional Standards

ASTM Standards for Green Meetings

ASTM International (formerly - American Society for Testing Materials)

https://www.astm.org

100 Barr Harbor Drive, PO Box C700, West Conshohocken, PA 19428-2959
610.832.9500

Conference and Event Programs, CAS Standards and Guidelines

Council for the Advancement of Standards in Higher Education (CAS)

www.cas.edu

P.O. Box 1369, Fort Collins, CO 80522-1369
202.862.1400

CMP (Certified Meeting Professional) International Standards

Convention Industry Council (CIC)

www.conventionindustry.org

700 N. Fairfax Street, Suite 510, Alexandria, VA 22314
(571) 527-3116

Event Management – International Version 1.0 VERSION 1.0

emerit INTERNATIONAL COMPETENCY STANDARDS

Canadian Tourism Human Resource Council

 www.emerit.ca

4 -71 Bank Street, Ottawa, ON, K1P 5N2 Canada
800-486-9158 (613-231-6949)

Venue Professional Competency Standards

International Association of Venue Managers (IAVM)

www.IAVM.org

635 Fritz Drive, Suit 100, Coppell, TX 75019-4442
800.935.4226

National Guidance and Resources

National Incident Management System (NIMS) An Introduction
(IS 700A)
Interactive Web Based Course

Emergency Management Institute

https://training.fema.gov

16825 S. Seton Ave., Emmitsburg, MD 21727   (301) 447-1000

Federal Emergency Management Agency (FEMA)

Introduction to the Incident Command System for Higher Education (IS-100.HE)
Interactive Web Based Course

Emergency Management Institute

https://training.fema.gov

16825 S. Seton Ave., Emmitsburg, MD 21727   (301) 447-1000

Federal Emergency Management Agency (FEMA)

Special Events Contingency Planning for Public Safety Agencies
(IS-15.B)
   Interactive Web Based Course with Job Aids Manual

   Emergency Management Institute

   https://training.fema.gov

   16825 S. Seton Ave., Emmitsburg, MD 21727   (301) 447-1000

   Federal Emergency Management Agency (FEMA)

Event Security Planning for Public Safety Professionals (MGT 335)
   Training Course (Instructor Lead or Web Based) & Participant Guide

   Rural Domestic Preparedness Consortium

   https://www.ruraltraining.org

   2292 S Hwy 27 Suite 300, Somerset, KY 42501   877-855-7372

   The Center for Rural Development in cooperation with The Department of
   Homeland Security/Federal Emergency Management Agency

Planning and Managing Security for Major Special Events: Guidelines for Law Enforcement

   Institute for Law and Justice Alexandria, Virginia

   www.ilj.org

   Office of Community Oriented Policing Services
   U.S. Department of Justice

INSURANCE – Books

Introduction to Property Casualty Insurance, The Institutes – Risk & Insurance
Knowledge Group

Property and Liability Insurance Principles, The Institutes – Risk & Insurance Knowledge Group

Property and Casualty Insurance Essentials, 9th edition, The National Alliance Research Academy, 2014

Insurance Requirements in Contracts, A Procedure Manual, January 2017 Version 10, California State University Risk Management Authority, Prepared by Alliant.

RISK MANAGEMENT – Books (Associated Training Program)

Introduction to Risk Management and Insurance, The Institutes – Risk & Insurance Knowledge Group

Risk Management Principles and Practices, The Institutes – Risk & Insurance Knowledge Group

Risk Management Essentials, 2nd Edition, The National Alliance Research Academy, 2014

Avoiding Surprises, Second Edition, Frederic C. Church Jr., Standard Publishing Corporation, 2000.

EVENT MANAGEMENT - Books

The Event Safety Guide, Event Safety Alliance, edited by Donald C. Cooper, 2014 Skyhorse Publishing Inc.

The IAVM Blueprint: Event Management, Kimberley Mahoney, Ph.D., 2016 International Association of Venue Managers.

The Special Event Risk Management Manual, Alexander Berlonghi, M.S., 1990, Alexander Berlonghi.

Risk Management for Meetings and Events, Julia Rutherford Silvers, CSEP, 2008 Elsevier Ltd.

Special Events Contingency Planning – Job Aids Manual, Federal Emergency Management Agency, Department of Homeland Security, 2005.

Advice for Managing Major Events Safely, WorkSafe Victoria, 2006

Intercollegiate Athletics Safety and Security – Best Practices Guide, National Center for Spectator Sports Safety and Security, University of Southern Mississippi, 2015.